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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

MEXICAN SUGAR

Not a story of
sweet success

Page 26

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Friday July 5 1991

World News

Nuclear fears prompt UK to probe exports to Pakistan

Business Summary

Gloom deepens over prospects for UK economy

By Alan Cane and Michael Skapinker in London

INTERNATIONAL Business Machines (IBM), the world's largest computer maker, yesterday announced a memory chip manufacturing agreement with Siemens of Germany. The deal is designed to challenge Japan's dominance of the market.

The two companies announced in Paris that they intended to collaborate in the production of the next generation of silicon memory chips, each capable of storing 16m individual bits of information.

The agreement, which fundamentally changes the balance of the world semiconductor industry, also ends hopes of collaboration between European companies to compete on a worldwide scale.

Yesterday is the third agreement in as many weeks in which IBM has sought alliances with other big manufacturers in a bid to recover leadership of the industry.

IBM and Siemens will share the cost of expanding the US giant's existing semiconductor manufacturing plant at Corbeil-Essonnes in France. The capital investment is estimated at around \$800m and their aim is to begin production in the second half of next year.

Output from the plant, 16 megabit read-write memory chips (16MB DRAMs), will be shared equally. Siemens will sell any excess capacity on the merchant semiconductor market. It will be the first time that IBM semiconductor products have been available on the open market.

DRAMS are the building blocks of the electronics industry, used in products from video recorders to super-computers.

The present leading edge memories

are 4m bits in size. Companies using the latest generation chips in their products gain cost and performance advantages.

Seven of the world's top 10 memory producers last year were Japanese, according to Dataquest, a high technology consultancy. One, Samsung, was Korean and only two - Texas Instruments and Motorola - were American.

IBM is the world's largest semiconductor manufacturer and computer maker but all its production has traditionally been absorbed by its own

manufacturing activities.

Mr Jack Kuehler, IBM president, said yesterday: "This agreement helps achieve a more global balance by establishing 16m bit manufacturing technology in Europe on a very aggressive schedule."

Mr Karlheinz Kaske, Siemens president and chief executive, said the deal was a further step to strengthen an independent European electronics industry.

Lumbering giant, Page 14

Editorial comment, Page 14

IBM and Siemens in joint chipmaking deal

By Alan Cane and Michael Skapinker in London

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EUROPEAN NEWS

Slovene border post where voice of reason kept guns silent

By Judy Dempsey in Ljubljana, on the Yugoslav-Austrian border



THE drive up to Ljubljana, set deep in the Slovenian Alps, is spectacular. Freshly mown meadows give way to rolling hills, and then to steep roads which lead up through forests and high into the mountains which are still capped with snow.

It is ideal country for walking and climbing. It is also ideal terrain on which to wage a guerrilla war.

At the Ljubljana pass, one of the border crossings into Austria, there are no longer any signs of fighting, few indications of any high-level security, and little to convey a sense of the war which gripped the small western republic of Slovenia earlier this week.

Here all the outward signs are that the republic has already implemented its independence. Yesterday's ultimatum from the Yugoslav

presidency may well demolish these trappings, if federal troops are again sent in to restore control over the borders.

But yesterday travellers coming across from Austria were welcomed by a sign saying "Repubblica Slovacca", instead of "Socialist Federal Republic of Yugoslavia". The red-starred blue and white flag no longer marks the border point. Fluttering in the light breeze is the Slovene flag, with its new emblem of a sun, a mountain and three small golden stars.

Contrary to statements from the army high command earlier this week that the federal army had "achieved its objective", and had regained all Slovenia's border crossings, the Ljubljana pass was never captured by the federal army.

The Slovene flag, hoisted at 1300

hours on June 26, a day after the republic declared its independence, was never pulled down. Until independence day, Slovenia's border posts had been manned by Slovene border police, the frontiers had been protected by federal police, and the federal customs officers were paid by the federal government.

Since then, the Slovenes have taken control of customs, frontier policing and the border crossings.

Mr Bogdan Blazek, the commander of the Ljubljana crossing, said: "On Thursday, the day after I raised the flag, about one hundred federal troops came up here. We were prepared."

"Our Territorial Defence Units (TDUs) had already moved into the hotel," he said, pointing to the wooden Alpine-style building not

far from the border. The two sides immediately started negotiations.

"We wanted to prevent bloodshed, we wanted to find a peaceful solution, we wanted to protect the property, we wanted to protect the lives of the 50 civilians who work here," he explained.

By last Monday, the federal units had returned to their barracks without firing a single bullet.

The commander believes that federal troops withdrew because they simply did not have the equipment to stage an attack.

"They could not get their tanks out here because of the road blocks."

The federal units had no air

defence back-up. If the troops had attacked, well, they would have had to take the border with force. We were ready to fight." But there

was little sense of gung-ho attitudes among the republic's young defence forces who were sitting out on their hotel balcony. None of them was gloating about humiliating the Yugoslav army. "It is not good when you talk with arms."

I never thought it would come to this," said Mr Darko Turc, 25, and a forester by profession. Mr Turc, who on June 23 was told to prepare for call-up to the defence units, was sent with 60 other troops to Ljubljana on June 27.

"Seven or eight years ago, I thought that we would be able to live with the rest of Yugoslavia. But now, I don't think so. We have too many different views [among the republics] about political questions."

A colleague interrupted. "The fault lies with the generals at the

top of the federal army". All the young reservists were equally calm. They also seem unconcerned about the fact that the federal army could still unleash a fresh, and massive attack on the republic.

"We would go into the mountains," said Mr Zijlko Bozic, 22, who normally works in a shoe factory. "Some of us are trained in guerrilla warfare. We know our way in the mountains. We are mountain people."

As they smoked their cigarettes and drank coffee, a trickle of cars was braving the uncertainty and venturing from Austria into Slovenia.

Only the noise of their engines disturbed the peace.

The reservists hoped they were not being lured into a false sense of security.

Germans experience conflicting pressures

By Quentin Peel in Bonn

THE GERMAN government is facing conflicting pressures over how far to go in supporting moves to independence of Slovenia and Croatia.

Mr Hans-Dietrich Genscher, the German foreign minister, will be pressing his EC partners in The Hague today for a strongly-worded political declaration on Yugoslavia. This could include the threat at least to consider recognition of the two breakaway republics, if the Yugoslav army were to intervene, according to German diplomats.

The Germans expect other EC states, including Britain, France and Spain, to prevent the declaration from being too explicit.

In theory, the issue concerns the two potentially conflicting articles of the Helsinki declaration on human rights, the one concerning territorial integrity, and the second, self-determination.

However, the real-life linkage which concerns both the German Foreign Ministry and other EC states, is what effect too rapid recognition of Croatia and Slovenia would have on the situation in the Soviet Union.

The west has managed to maintain a firm position that there can be no recognition of the independence of republics such as Lithuania and Georgia until they can demonstrate that they are in control of their own territory.

At the same time, Britain, France and above all Spain, threatened by Basque and Catalonia separatist movements, are all concerned not to give excessive weight to the issue of self-determination, without a counter-emphasis on territorial integrity.

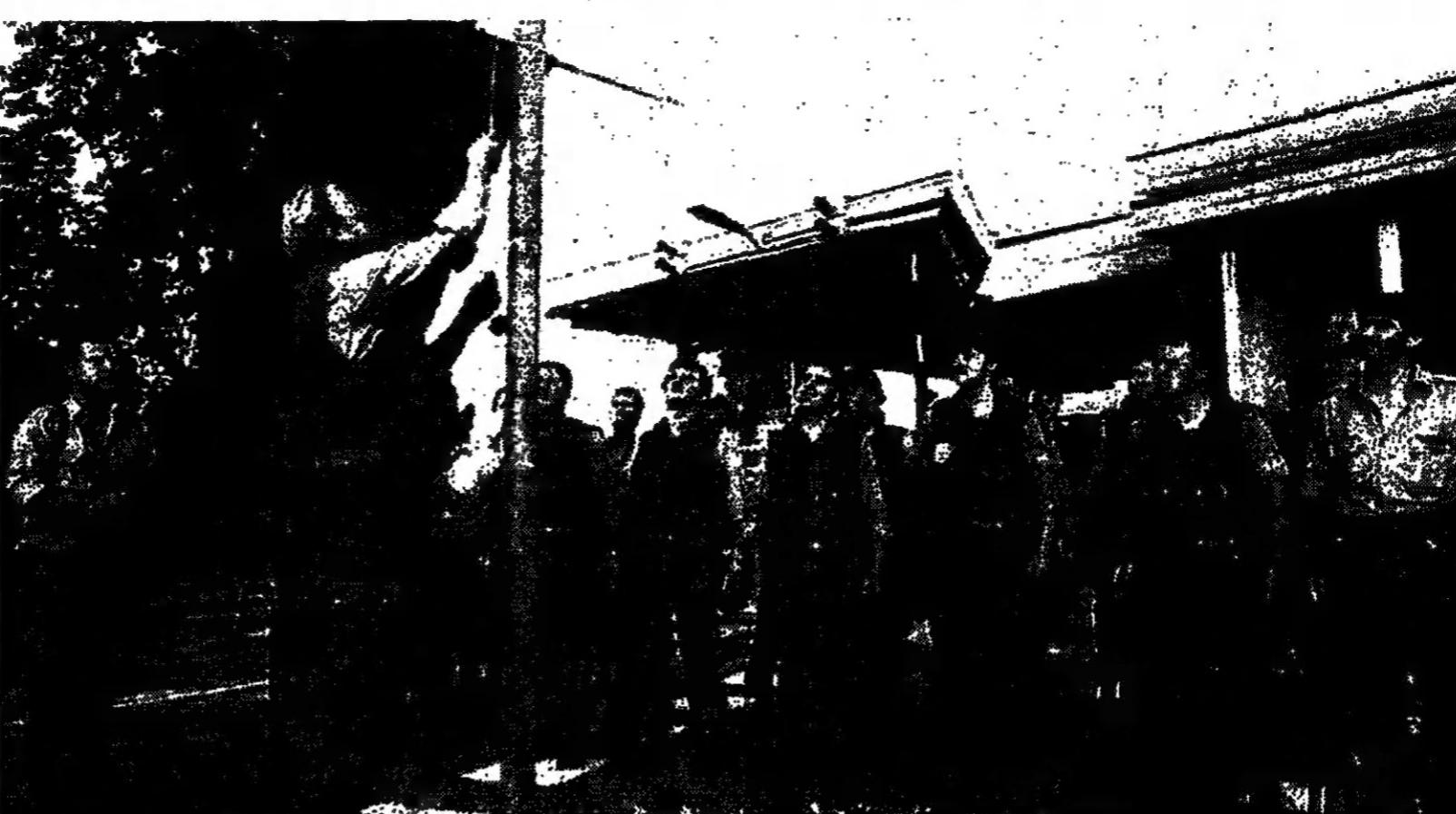
The German government is acutely concerned about the potential disintegration of the Soviet Union.

However, it is also under heavy popular pressure to be more supportive of the Catholic populations of Croatia and Slovenia.

Mr Genscher suffered the ignominy earlier this week of a unanimous vote in the Bundestag foreign affairs committee to investigate his alleged policy of appeasement towards the Yugoslav government. He has also been strongly attacked on the issue by Mr Volker Rühe, general secretary of the Christian Democrats, the majority partner in the government, for not rushing into recognition.

Thus what he needs today is a strong enough political statement to deflect domestic criticism, and hopefully to deter the Yugoslav armed forces, but not one which commits him to early recognition.

"Recognition is really the only major card we have in our hands to use as a means of persuasion with Belgrade," according to one Western diplomat in Bonn. "We cannot afford to play it in any decisive way too soon."



Members of the territorial Slovene army gather round the flag pole yesterday as the Slovene republic's flag is hoisted at the border town of Radgona after Yugoslav federal tanks pulled out of the city

Separatist upheavals shatter republics' illusions of a robust socialist economy

Some Yugoslav republics are more equal than others, reports Anthony Robinson

YUGOSLAVIA used to be proud of its unique "self-management" socialism and the universal Yugoslav joke was "I wish I could afford to live as well as I do".

It was all an illusion, fed by the foreign loans which flowed in while Marshal Tito was able to override an unworkable constitution and rule by a communist version of divine right. Over the last 18 months the economy has contracted by more than 40 per cent and the current political and military crisis can only speed the decline as workers and managers are called up for military service and tourists fly in droves.

Even in the "good old days" of Tito, however, the reality was that the best enterprises were those run by a strong entrepreneurial individual. Falling that, self-management was a formula for low investment, inflationary pay increases and over-manning.

Behind the facade of Yugoslav unity each republic demanded its own power stations, steel mills and economic autonomy. The result: a fractured and fragmented economy which reflects the ethnic and other divisions of the country and which has disintegrated further with the imposition of internal customs and other barriers between republics.

He was shot in the leg but it was not until he was taken prisoner that he realised who had done the shooting. But he displayed no ill will towards his captors.

The eight wounded prisoners in part of the school converted into a hospital include two Yugoslav soldiers who were badly burned when their tank was set alight.

Convoys of parents seeking the return of their captured children have left Belgrade for Croatia and Slovenia.

Homesick captives find it all puzzling

19-year-old Macedonian.

Many are little older than the schoolchildren whose paintings still adorn the walls. Several said they had no idea why they were ordered to seize border crossings.

Many admitted they had given up without firing a shot. "Our lieutenant just said: 'Let's surrender,'" said one.

Fadi, who came from Kosovo to do his national service at the local garrison, was captured on June 28 when the army tried to seize Slovenia's border posts after the breakaway republic proclaimed its independence.

He was shot in the leg but it was not until he was taken prisoner that he realised who had done the shooting. But he displayed no ill will towards his captors.

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Privatisation and DM6bn boost urged for E German chemicals

By Leslie Collett in Berlin

EAST Germany's huge and inefficient chemical industry can only be saved by rapid privatisation and investments of at least DM5bn (£2bn) in the four main producers, a high-level inquiry disclosed yesterday.

The chemicals plants, located in the Leipzig-Halle area, lie at the heart of east Germany's industrial problems. They employed 104,000 workers in 1989 and accounted for nearly half of chemical output.

In order to survive, only 30,000 jobs can be retained "over the long term", the inquiry said. It was conducted by the Treuhand agency for privatisation together with the federal and state governments, trade unions as well as repre-

ECONOMIC SITUATION IN YUGOSLAVIA (1990)

Region	Industrial production % change	% out of work %	Average monthly salary (\$ per capita)	Exports \$ per capita	Imports \$ per capita
Slovenia	-10	5	5,528	5,283	6,021
Croatia	-11	10	4,667	4,125	2,924
Serbia					
Serbia proper	-12	20	4,002	1,773	2,368
Vojvodina	-10	21	4,033	1,957	3,554
Kosovo	-27	65	2,244	783	841
Bosnia					
Herzegovina	-8	27	3,293	1,098	1,890
Montenegro	-17	30	3,076	1,373	2,228
Macedonia	-11	37	3,115	1,158	2,217
Yugoslavia	-11	30	4,122	2,188	2,000

many of its products, especially household appliances, are often Yugoslav "garbage" working in Germany, Austria and elsewhere, it is the centre of the country's electronics and other light engineering industries. The trim little sub-Alpine republic also has a thriving tourist industry and efficient agriculture. It is where private enterprise is most advanced.

Croatia, in normal times, likewise benefits from its proximity to EC markets and the hard-currency income from a highly developed tourism industry along the fractured, island-studded Adriatic coastline.

It also has a substantial shipbuilding industry. Thus far however, Croatia has not progressed far with privatisation of the still mainly "self-managed" enterprises.

But you cannot make tanks without steel, and possession

of a smoking steel-mill retains its Stalinist-macho appeal to the old-style communists who still dominate the republic's politics and the army.

The trouble is that a steel plant in the Serbian mountains, far from the sea and far from cheap supplies of ore and coal, makes little economic sense. It would have been better to build a plant on the coast, capable of supplying the entire Yugoslav market and beyond. But most of the potential sites are in Croatia.

Significantly, the main point of issue was Slovenia's demand for deep cuts in the military budget, which consumes nearly half the federal credit.

Whatever happens to Yugoslavia the military sector must be cut. If it splits into its constituent parts Serbia alone will

not be able to afford the present rate of military spending. If Slovenia and Croatia agree to remain in a form of confederal state they will make military cuts as far as the eye can see north of Belgrade and across the Sava river, where the plains of Vojvodina stretch out until they become part of the Hungarian plain.

The poorest of all the republics is Kosovo, the 80 per cent Albanian-populated region in Yugoslavia's deep south. For emotional reasons Serbia have sought to re-impose their control over a region which was

part of the Ottoman Empire until 1912. It contains some of the most notorious white elephantiasis, such as the Skenderovo steel complex south of Belgrade, which has sucked up appropriate elephantine subsidies for decades.

But it is a huge economic drain and in purely economic terms Serbia would gain if, as is almost inevitable in the long run, the republic splits off to

become part of a future greater Albania.

Up to now the EC and other aid donors and creditors have more or less implicitly made preservation of the federation a condition for loans and assistance. But this has become increasingly difficult to sustain. It would have been better to build a plant on the coast, capable of supplying the entire Yugoslav market and beyond.

The German government is acutely concerned about the potential disintegration of the Soviet Union.

As in post-communist east and central Europe, the other ingredients for reconstructing the Yugoslav economy include closure of loss-making enterprises, rapid privatisation and clear control over central and republican budgets.

That means tackling the underlying problems whose neglect did so much to bring the country to its present impasse.

producing a product - which varies according to the number of units produced - and the fixed cost. It ruled that a dominant company could not set prices at twice the average variable production cost in order to eliminate a competitor. It also outlawed the setting of prices below the average total cost of production if it was part of a plan to eliminate a rival group.

Predatory pricing judgment confirmed

By Andrew Hill

COMPANIES which use their dominant position to cut prices and drive smaller rivals out of the EC market can expect tough treatment in future, the European Commission warned yesterday.

The Commission's powers to act against predatory pricing were clarified and given new impetus on Wednesday by the European Court of Justice.

A senior executive of the world's biggest truck manufacturing group yesterday urged EC member states to get more freight off the roads and onto rail. Richard Tomkins writes for

Mr Helmut Werner, deputy chairman of Mercedes-Benz,

said this was the only politically and socially acceptable way of coping with the growth in EC road freight.

Volumes were forecast to grow by 40 to 60 per cent by the end of the decade, Mr Werner said. "The only way you could deal with that is by use of the existing fleet

through more sophisticated logistics. More significantly, Mr Werner said there would have to be a re-definition of the way transport was divided between road and rail on main transport routes - particularly in sensitive areas such as alpine transit.

clearing the roads of cars." Mr Werner, in Berlin for the annual European Railway Congress, said a combination of the two strategies was needed.

One was to reduce their output of noise and pollution. Another was to make better use of the existing fleet.

Mercedes-Benz executive backs rail move

NATIONAL BANK INVITATION

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INTERNATIONAL NEWS

India takes a scythe to its trade curbs

By K K Sharma in New Delhi

INDIA yesterday announced important structural reforms in its foreign trade policy that will eliminate a complicated web of controls on imports and exports and pave the way for a more open economy.

The announcement, made by Mr P Chidambaram, the commerce minister, also aims at making the rupee convertible for trade purposes in three to five years.

The reforms are obviously meant to send another strong signal to the international lending agencies that the government is taking quick decisions to liberalise the economy in the hope that the International Monetary Fund will sanction a substantial loan to enable India tackle its current balance of payments crisis.

Mr Chidambaram said yesterday that he had held discussions with the prime minister and finance minister on lifting curbs recently imposed on imports by exporters.

India's protective tariff structure is to be reviewed and any resulting changes are expected to be announced in the budget on July 24.

The two main reforms announced yesterday are the withdrawal of subsidies on exports and the linking of foreign exchange allocations for imports to export effort.

The withdrawal of subsidies on exports follows the two-stage devaluation of the rupee earlier this week, since

this will increase rupee earnings of exporters by nearly 30 per cent. It will also save the government about Rs20bn (Rs421m) and thus help bring down the huge budgetary deficit an IMF requirement.

A new instrument, to be called Exim scrip, has been introduced, through which all exporters will be entitled to foreign exchange for imports up to 30 per cent of the freight-on-board value of their exports.

This replaces "replenishment licences" which entitled exporters to make imports. Like the replenishment licences, the Exim scrip can be freely traded and is thus an additional source of income for exporters who do not need it for import purposes.

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Ministry confirms loans to Japanese gangsters

By Robert Thomson in Tokyo

A SENIOR Japanese Finance Ministry official told a parliamentary panel yesterday that affiliates of Nomura Securities and Nikko Securities lent a total of Y36.5bn (\$162m) to a gangster group, the first government confirmation of the amounts involved.

Meanwhile, the ministry was yesterday still considering how to discipline the two broking houses for providing the funds to the former head of the Yakuza syndicate, Mr Sosuke Imai.

Ministry officials would like to force the companies to suspend trading in their corporate sales division for at least two days, but fear that such a move could further weaken an already shaky Tokyo stock market.

Mr Takao Hotta, director of the ministry's securities companies division, told a House of Councillors audit committee

that Nomura Finance and Nikko Credit reported that they lent Y16.5bn and Y20.2bn respectively to the gangster group.

He said the brokerages deserved particularly harsh criticism because they were aware that the government had increased its efforts to limit the flow of funds to gangster organisations.

Ministry officials indicated yesterday that they would keep secret the names of corporate clients unfairly compensated by Nomura and Nikko and by the other two members of Japan's Big Four houses, Yamachii Securities and Daiwa Securities.

Hanacchi, the electronics company, was listed yesterday by Japanese newspapers as having received compensation for trading losses, but the company said that it had never requested compensation.

Africa aid office plea rejected

MR Javier Pérez de Cuellar, the UN secretary general, has turned down an appeal by aid agencies for the revival of the Office for Emergency Operations in Africa (OEA). Michael Holman writes.

The decision, taken in Geneva on Wednesday at a meeting of UN agencies, donor governments and aid agencies, has prompted an angry response from European and

US charities.

First set up under UN auspices in January 1985 in response to the 1984-85 Africa famine, the OEA was disbanded in 1986. Aid officials say that unless there was an "aid supreme" capable of cutting through red tape, and ensuring better co-operation of relief efforts, the toll could exceed the 1m people thought to have died in 1984-85.

Amr Mousa, the Egyptian foreign minister, for all states in the Middle East to be treated equally by arms suppliers. He was speaking in advance of a meeting in Paris later this month of the five permanent members of the UN Security Council to consider Middle East arms control proposals put forward by President George Bush.

Israel is receiving an additional \$700m in military grants this year to offset extra costs caused by the Gulf crisis, but this is not due to recur.

Mr Arens said he had made the request for a permanent upgrade in recent talks with Mr Dick Cheney, the US defence secretary.

"There isn't a single significant piece of equipment that is being sold only to Israel and not to any of the Arab armies. The commitment to assuring Israel a qualitative advantage is not being met and cannot be met as long as this is American policy," Mr Arens said.

However, Mr Mousa said: "Peculiar asymmetries cannot continue... in a region striving for a comprehensive peace." He called for the removal of nuclear, chemical and biological weapons from the region, and a UN mechanism to verify compliance. His proposals reflected the primary concern among Arab states that any arms control measures should neutralise Israel's

role as the region's only nuclear-capable nation. Conventional weapons - which Israel wants at the top of the arms control agenda - did not feature highly in Mr Mousa's proposals.

Li Peng, the Chinese prime minister, said in Cairo on Tuesday that all Middle East countries should reduce their weapons "in a balanced way and ban the use of nuclear, chemical and biological weapons and destroy all they hold".

China, a big arms supplier to Arab states, would continue to support the Arab and Palestinian people, said Li, who is on a tour of six Arab countries. He also urged them to respect Israel's sovereignty and security.

Sino-British understanding over Hong Kong airport

The following is the text of the memorandum of understanding released yesterday "concerning the construction of the new airport in Hong Kong and related questions".

AFTER friendly discussions in Beijing between representatives of the government of the United Kingdom of Great Britain and Northern Ireland and representatives of the government of the People's Republic of China from 27-30 June 1991, the two governments, bearing in mind

• the urgent need for a new airport in Hong Kong in order to ensure and develop its prosperity and stability;

• the need for the airport project to be cost-effective and not to impose a financial burden on the government of the Hong Kong Special Administrative Region of the People's Republic of China after 30 June 1997; and

• the need for practical and workable arrangements to allow work connected with the new airport to be carried out speedily and efficiently,

have reached the following understandings:

A. Between now and June 30 1997 the Hong Kong government will complete the airport core programme projects listed in the annex to this memorandum of understanding to the maximum extent possible. The Hong Kong government will be responsible for the construction of projects covered by this memorandum up to 30 June 1997.

B. The Chinese government will support the construction of the new airport and related projects. It will indicate clearly

to interested potential investors in accordance with the principles enshrined in this memorandum of understanding to the airport projects entered into or guaranteed by the Hong Kong government. It will continue to be valid and be recognised and protected by the Hong Kong Special Administrative Region government.

C. On important matters relating to the airport projects that straddle June 30 1997, the Chinese and British governments will carry out consultations in a spirit of co-operation and in accordance with the Sino-British Joint Declaration. An airport committee will be constituted for this purpose under the auspices of the Sino-British Joint Liaison Group, with membership drawn equally

from both sides. Its tasks will be as follows:

(i) The British side will consult the Chinese side within the airport committee before the Hong Kong government grants major airport-related franchises of contracts straddling June 30 1997 or guarantees airport-related debt straddling June 30 1997. The Chinese side will adopt a positive attitude to such grants, contracts and guarantees. Up to one month after the British side provides details of the proposals will be allowed for discussion between the two sides in each case. Any decision will give full weight to the Chinese government's views. The government criteria in the case of a decision on a franchise will be the profitability and efficiency of that franchise;

(ii) The British side will consult the Chinese side within the airport committee before the Hong Kong government proceeds with any major airport project other than those in the annex to this memorandum and any of the current airport core programme projects in the annex for which the bulk of government expenditure will fall after June 30 1997. Such projects will only be initiated if the two sides have reached a common view concerning them;

(iii) The Chinese government will adopt a positive attitude to necessary and reasonable borrowing by the Hong Kong government to be used prior to June 30 1997. If the total amount of debt to be repaid after June 30 1997 will not exceed HK\$55bn (\$2.96bn), the Hong Kong government will be

free to borrow as necessary while informing the Chinese government. If the total amount of such debt will exceed HK\$55bn such borrowing will only proceed if a common view has been reached concerning the proposal.

E. On the basis of the above understanding the Hong Kong government will plan its finances with the firm objective that the fiscal reserves on June 30 1997 to be left for the use of the Hong Kong Special Administrative Region government will not be less than HK\$25bn.

F. In order to facilitate the conclusion of the new airport in Hong Kong there will be established an airport authority and a consultative committee.

(i) The Airport Authority Ordinance will be modelled as far as possible on the Mass Transit Railway Corporation Ordinance. The Hong Kong government will retain power to direct the authority and responsibility for key areas of policy up to June 30 1997. The Hong Kong government will be willing to consider and take into account views of the Chinese side while the Hong Kong government is drawing up the draft bill for the authority.

(ii) The Hong Kong government is willing to appoint a Hong Kong based individual to sit as a full member on the board of the airport authority. This member will have equal rights with other members.

The Chinese side will not doubt give the Hong Kong government some suggestions as to who this member should be.

(iii) The Hong Kong govern-

ment will set up a consultative committee on the new airport and related projects. The committee may discuss any relevant matter but will have no decision-making power. It should not delay the progress of the projects.

(iv) The Hong Kong government will inform the Chinese side of the members of the airport authority and consultative committee whom it is proposed to appoint, and will be willing to listen to any view that the Chinese side might have, before deciding on the appointments. The Hong Kong government is willing to give the appointment of a vice-chairman of the airport authority about two years after its establishment.

G. Both governments wish to intensify consultation and co-operation over Hong Kong issues in the approach to July 30 1997. As part of this intensified consultation, the British foreign secretary and the Chinese minister for foreign affairs will meet twice a year to discuss matters of mutual concern and the director of the Hong Kong and Macao Office under the State Council and the governor of Hong Kong will also hold regular meetings.

The discussions are likely to include international arms controls, in which China has a central role as a permanent member of the United Nations Security Council.

The agreement, Downing Street said, would "allow Hong Kong to construct a modern airport to meet its growing needs as an economic and financial centre", and was "a mark of confidence in the territory's future and a good example of co-operation between China and Britain in promoting Hong Kong's interests".

In a statement to the Chinese, Mr Douglas Hurd, the foreign secretary, said that the Chinese had now accepted the British proposal, made in April, that he and his counterpart should meet every six months to discuss Hong Kong and other issues.

Meetings between Sir David

Wilson, the governor of Hong Kong, and Li Peng, the senior Chinese official dealing with the territory, would also be put on a regular basis.

The UK suspended visits to China in June 1989 though Mr Hurd visited Beijing earlier this year. Restrictions on the sales of military equipment, which the UK introduced at the same time, are still in force.

Through the memorandum of understanding will not come into effect until signature, Mr Hurd said that the Chinese had made it clear that they would not object to urgent work on the airport going ahead.

Co-operation would immediately resume, Mr Hurd added, but until then, the Hong Kong authorities would administer the territory.

Mr Hurd emphasised that the Chinese had done more than just acquiesce in the project and had "expressed in the clearest possible terms their support". Without their agreement, he said, the private finance, which was an element of the project would not have been forthcoming.

He acknowledged that there would still be difficult problems in the run-up to 1997, but said that the announcement offered a much better chance than before of tackling them.

Agreement came after a visit to Beijing at the end of last month by Sir Percy Cradock, the prime minister's personal adviser on foreign policy.

Feb 1989: HK\$10bn new airport modelled.

1989: Plan abandoned for cost reasons.

1990-91: Studies re-opened for late-1997 decision on combined port development called PADs.

Oct 1990: HK\$122bn airport and port developments launched, presented as part of post-Tiananmen confidence.

Dec 1990: Initial indications of funding reservations on port.

Jan 1991: Chinese prime minister Li Peng wants to postpone 1997 PADs deal and says no China will be available.

Apr 1991: Beijing orders its own study on airport and requests information from Hong Kong government - Hong Kong government does not accept.

Oct 1990: Row escalates as Hong Kong presses ahead with plans.

Feb 1991: Undersecretary China demands scaling down of project.

Apr 1991: UK foreign secretary Douglas Hurd fails to break impasse on Beijing visit.

May 1991: British officials reach deadlock in Beijing.

Jun 1991: Deadline for calling key tenders approaches.

Jul 4 1991: Agreement announced after visit by Sir Percy Cradock, personal envoy of UK prime minister John Major.

projects, and that Chinese contractors in accordance with the principles enshrined in this memorandum of understanding will complete the normal way for projects connected with the airport.

C. On important matters relating to the airport projects that straddle June 30 1997, the Chinese and British governments will carry out consultations in a spirit of co-operation and in accordance with the Sino-British Joint Declaration. An airport committee will be constituted for this purpose under the auspices of the Sino-British Joint Liaison Group, with membership drawn equally

from both sides. Its tasks will be as follows:

(i) The British side will consult the Chinese side within the airport committee before the Hong Kong government grants major airport-related franchises of contracts straddling June 30 1997 or guarantees airport-related debt straddling June 30 1997. The Chinese side will adopt a positive attitude to such grants, contracts and guarantees. Up to one month after the British side provides details of the proposals will be allowed for discussion between the two sides in each case. Any decision will give full weight to the Chinese government's views. The government criteria in the case of a decision on a franchise will be the profitability and efficiency of that franchise;

(ii) The British side will consult the Chinese side within the airport committee before the Hong Kong government proceeds with any major airport project other than those in the annex to this memorandum and any of the current airport core programme projects in the annex for which the bulk of government expenditure will fall after June 30 1997. Such projects will only be initiated if the two sides have reached a common view concerning them;

(iii) The Chinese government will adopt a positive attitude to necessary and reasonable borrowing by the Hong Kong government to be used prior to June 30 1997. If the total amount of debt to be repaid after June 30 1997 will not exceed HK\$55bn (\$2.96bn), the Hong Kong government will be

free to borrow as necessary while informing the Chinese government. If the total amount of such debt will exceed HK\$55bn such borrowing will only proceed if a common view has been reached concerning the proposal.

E. On the basis of the above understanding the Hong Kong government will plan its finances with the firm objective that the fiscal reserves on June 30 1997 to be left for the use of the Hong Kong Special Administrative Region government will not be less than HK\$25bn.

F. In order to facilitate the conclusion of the new airport in Hong Kong there will be established an airport authority and a consultative committee.

(i) The Airport Authority Ordinance will be modelled as far as possible on the Mass Transit Railway Corporation Ordinance. The Hong Kong government will retain power to direct the authority and responsibility for key areas of policy up to June 30 1997. The Hong Kong government will be willing to consider and take into account views of the Chinese side while the Hong Kong government is drawing up the draft bill for the authority.

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ANC
fire for
being bad
organised

By Patti Walden in Durban
MR ALFRED Nzo, general of the African National Congress, has admitted to his party's weaknesses in its organisation, in a conference which criticises the ANC's sharpest possible form.

The report, presented Wednesday to the association's national conference in Durban, stunned delegates with its bluntness and enterprise.

"The report, presented

Wednesday to the association's national conference in Durban, stunned delegates with its bluntness and enterprise."

Mr Nzo told the conference gathered for the meeting, "we appear very happy to be pigeon-holed within the lines of popular clichés."

Mr Nzo's comments reflected the shape of events outside the conference, where a degree of extreme defensiveness was evident.

Instead, it is likely that progress will be made towards offering the Soviet Union a special relationship or "associate status" with the international Monetary Fund.

That would give the Soviet Union access to technical advice and IMF and World Bank training schools. It would also permit the IMF to carry out regular appraisals of the Soviet economy.

I think it is understood generally and it is understood in

the organisation at least to gain re-election to the leadership poll is held this week.

He is in no way a

figure, and his comment

is likely to represent the most of the current AMCU.

This week's conference, first to be held since it was unbanned 17 months ago, has been called to set out a strengthening of the organisation, which has had numerous tactical negotiations with the leadership.

The slow growth of membership - up by

whereas the country's Indians is also a key issue at the conference.

Admitted that the AMCU

"not making much

in minority communities

attributed the lack

perception that the ANC

is an overwhelming

organisation and was

damaging to the South African Congress Party (SACP), which is

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We also highlight

weaknesses of the ANC

with the exception

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imposed on organisations that do not

use weapons against people.

Mr Nzo's position

figures for recent referendums showed that supporters

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been met.

Mr Nzo said we

have not yet

potential to make

of our people's

action and he was

the ANC has to be

removed from the

political process.

be signed

for visit

Progress likely on IMF link for Soviet Union

By Peter Norman, Economics Correspondent

PRESIDENT Mikhail Gorbachev can look forward to plenty of advice on how better to manage the ailing Soviet economy when he meets western leaders after their economic summit in London yesterday.

But, according to senior British government sources, financial assistance will not be on offer when he arrives in London on July 17 to meet the Group of Seven leaders.

Instead, it is likely that progress will be made towards offering the Soviet Union a special relationship or "associate status" with the International Monetary Fund.

The UK's gone to considerable lengths to ensure that Mr Gorbachev will not come to London with false hopes. London disclosed yesterday that Mr Nigel Wicks, the senior civil servant charged with preparing the summit, met him in Moscow on Monday to brief him on arrangements for the summit.

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Zone with a 25 per cent

Shaochen Hong Kong (5 per cent); Dalian Municipality (15

Total to build \$440m oil refinery in north China

TOTAL-Campagnie Française des Pétroles signed an agreement yesterday to build a \$440m (2275m) oil refinery in northern China, the first foreign company to undertake such a venture, Renter reports.

The company's Chinese partners will build a plant with an annual capacity of 5m tonnes, Mr Serge Tchuruk, Total's chairman, said.

The refinery will be in the port of Dalian, in Liaoning province, near China's largest oilfield, Daqing. It will also be one of the largest French investments in China, he said.

Total will take a 20 per cent

stake in the project and will

invest a much larger sum than before.

Agreement was reached by

He also informed

that the Chinese partners

were the first to be involved

in the project.

The Chinese partners are

the Economic and Technical

Development Corporation of

Dalian Economic and Technical

Zone with a 25 per cent

Shaochen Hong Kong (5 per cent); Dalian Municipality (15



Four US presidents carved in stone at Mount Rushmore overlook President George Bush as he addresses the crowds that gathered at the mount on July 3 to celebrate the 50th anniversary and dedication of the national monument

AMERICAN NEWS

Corruption row hits Argentine air force

By John Barham in Buenos Aires

ARGENTINA'S air force is in ferment, with its leadership riven by a dispute over corruption and mounting discontent among junior officers.

On Wednesday, Brigadier José Julián, the air force commander, ordered the house arrest of his second-in-command, Brigadier Tomás Rodríguez, for intimating that he and other officers were implicated in irregular air force purchases.

Yesterday, officers were bundled in meetings at air bases throughout Argentina debating Brigadier Julián's future. Discontent is growing over low budgets and wages, and junior officers are unhappy about commanders whom they accuse of not doing enough to defend military spending and who are suspected of corruption.

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A diplomat said yesterday:

"There is a power struggle for control of the air force. A lot of people at the top are involved in corruption and smuggling."

The question is how far will

(President Carlos) Menem support Julián."

is already investigating allegations that air force officers operated a smuggling ring.

In a separate case, nine other senior officers, including the air attaché in Paris and Washington, are also under house arrest after an inquiry headed by Brig Rodríguez accused them of negligence in awarding a contract for 10 instrument landing systems.

The nine are expected to either resign or be drummed out of the service. Brig Julián said:

"No crime or anything like it was committed. There is simply the possibility that errors were made." He said the officers would not have to stand trial because they had not committed a crime.

A diplomat said yesterday:

"There is a power struggle for control of the air force. A lot of people at the top are involved in corruption and smuggling."

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part of efforts to liberalise its foreign exchange system, will be more independent of government policy in future, though the details of how this is to be done are not yet clear.

The political system has opened up considerably with governors of departments to be elected for the first time. The new constitution also allows for national and local referenda.

The assembly's anti-extortion

vote and Mr Escobar's

subsequent surrender were a

watershed. On Wednesday,

the "extraordinary" drug dealers

formerly eligible for extradition to the US - issued a

complaints amending that the military wing of the Medellín cartel was being disbanded as

a result of the assembly's

decision.

Otherwise, the shape of

UK NEWS

Gloom deepens as UK recession hits industries

By Peter Marsh, Andrew Taylor and Kevin Done

GLOOM about the prospects for the UK economy deepened yesterday, as details emerged of the grim state of the house-building and car industries and as private-sector economists said they had become considerably more pessimistic about the outlook for the rest of this year.

In the motor sector, new car sales in June dropped by 31.3 per cent on the year, the steepest fall in the recession, which is about a year old. New car registrations, which have fallen for 21 of the past 22 months, dropped to 93,504 from 142,697 a year ago, the lowest June sales total since 1970, according to figures from the Society of Motor Manufacturers and Traders.

A survey by the Financial Times of the 10 biggest UK housebuilders said that the muted recovery in house sales which was apparent in the spring had petered out, and that the market was back to the worst levels of the recession.

The bleak news on the industrial front was buttressed by a survey of private-sector economic forecasts released by the Treasury, which said the economy would shrink by 2 per cent this year. In May, the same forecasters said the

decline in growth would be restricted to 1.6 per cent.

Separately, the item club, a London-based forecasting group which bases its projections on the Treasury's computerised economic model, said a "modest upturn in the economy at the very end of this year" is likely. This was in pointed contrast to the hope of Treasury ministers earlier this year that a recovery would have started by about now.

New car sales, after rallying in March and April, had fallen. June sales appear to have been a particular bad month. More than half the companies questioned said sales were at or below those of June last year.

In the car industry, new car sales in the first half of 1991 at £81,584 were 24.8 per cent lower than a year ago and have fallen by a third or 356,000 cars in two years.

Both Ford and Nissan, which together accounted for 26.7 per cent of UK new car sales in the first half of the year, have already announced far-reaching price cuts across a large part of their ranges. Vauxhall last night joined the car price war with "cash-back" offers of up to £1,500 per car.

In the Treasury survey of views among forecasters, independent economists said they thought unemployment would reach 4.5m by the end of the year. In May, they had projected the number at 4.4m.

Economic forecast, Page 12

Mr Fred Wellings, construction analyst for Credit Lyonnais Laing said: "Conditions now are the worst I have seen in 28 years of following this industry. It is posing serious problems for balance sheets which are already overstretched. I expect a further wave of provisions when the

recession sets in." Tarmac, Britain's biggest housebuilder, said its sales in May and June had been higher but this was compared with two very bad months for the group last year.

Most housebuilders say that sales, after rallying in March and April, had fallen. June sales appear to have been a particular bad month. More than half the companies questioned said sales were at or below those of June last year.

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Economic forecast, Page 12

OECD REPORT

Labour launches attack on economic policy

By Tim Dwyer, Political Correspondent

BRITAIN'S opposition Labour party yesterday fell upon the fine print in this week's Organisation for Economic Co-operation and Development (OECD) report a powerful ammunition in its summer blitzkrieg on the government's economic record.

Mr John Smith, the opposition spokesman on financial affairs, said the report contradicted Mr John Major's claim in April that the UK was coming out of the downturn as other countries faced deepening economic difficulties.

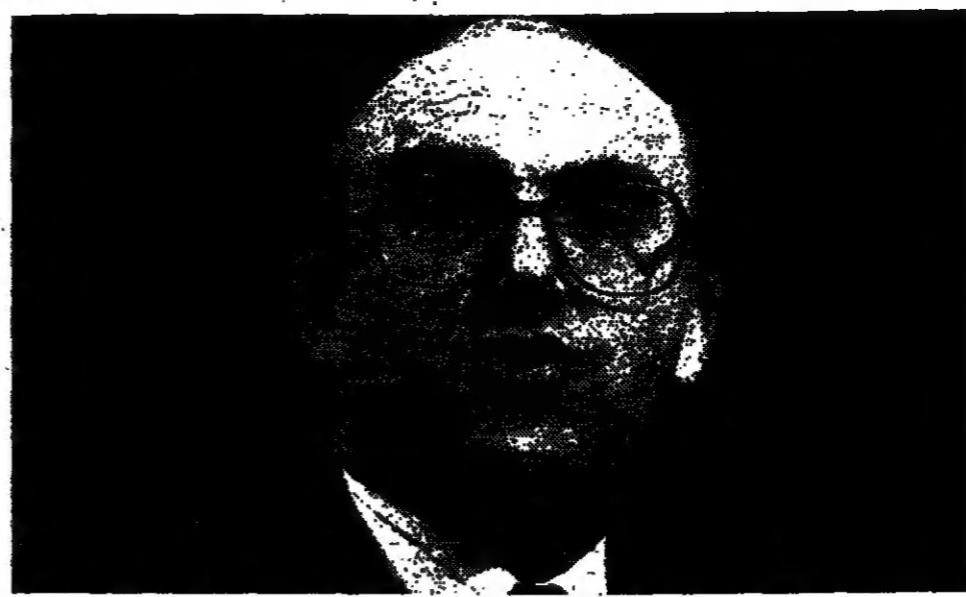
"The government must accept responsibility for a recession,"

he said, adding that the prime minister was personally responsible for his key role in policy-making during the years the UK has been bottom of the growth league.

Including the forecast for next year, he said the UK was set to be bottom of the league for four years - the first time the same country had trailed for four consecutive years since OECD reports began in 1971.

Mr Smith went on to warn that the government continued to mislead the causes of the recession as stemming from the cuts in interest rates made in 1987 to offset the impact of the stockmarket crash.

In fact, he argued the cur-



John Smith: "The government must accept responsibility for a recession"

rent downturn stemmed from the credit and spending boom begun in 1986 which echoed the Tory "boom and bust" cycles of the early sixties and seventies.

Repeating his call for a 1 percentage point cut in interest rates, Mr Smith argued for tax incentives to stimulate investment in manufacturing, an extensive training programme

and a temporary work scheme to help the unemployed.

Mr Smith's attack on the government was repeated in criticism from Mr Gordon Brown and Mr Tony Blair, Labour's industry and employment spokesmen.

Concentrating on the OECD's investment figures, Mr Brown said that a "dramatic" fall of 16 per cent in UK invest-

ment for the first half and a forecast 3.4 per cent fall in the second half meant that an industry-led recovery was now unlikely.

For 1992, a predicted 0.6 per cent rise in the UK had to be compared with investment increasing by substantially greater rates in all the other G7 nations ranging from 6.4 per cent in the US to 2.5 per

cent in Italy.

Mr Blair underlined that the OECD report showed Britain with fastest rising unemployment in Europe both for the year and next.

He added that the OECD had also revealed the finding that inadequate training was a major reason for the UK's poor performance.

"This confirms exactly what Labour has been saying for years: that training and education are vital to our future economic success and we must invest in them," Mr Blair said.

Mr John Major, the prime minister, rejected complaints by Labour and the centrist Liberal Democrat party about low growth and rising unemployment to insist that the UK economy would be "top of the European growth league" in the 1990s, as it had been in the 1980s.

Speaking in the House of Commons yesterday, Mr Major said he was "proud of a record that had us top of the European growth league throughout the 1980s, and that's where we will be in the 1990s."

He denied suggestions by Mr Terry Patchett, the Labour MP, who said that this week's report from the OECD had shown "that Britain is at the bottom of the league in growth, employment and investment".

BRITAIN IN BRIEF



Northern to expand plant in Wales

Northern Telecom is to spend £22m over the next four years turning its plant in south Wales into one of the group's main European centres for telephone production. Northern, a Canadian company, is a leader in Europe of digital exchange equipment and data packet networking. It acquired the works last March when it took over STC, the electronics group.

Northern also plans to set up research and development facilities, as well as to expand manufacturing on the site. The investment will create another 200 jobs, taking the workforce in the plant to around 800.

Mod cuts jobs in London

About 5,000 jobs in London are due to be lost as a result of cuts in the Ministry of Defence's headquarters structure. A further 2,000 employees are scheduled to be relocated outside London under plans which include the transfer of a large part of MoD's procurement staff to the Bristol region.

The MoD has also confirmed its plan for a 20 per cent throughout its 140,000-strong UK-based civilian workforce. Severe cuts are also due among the 30,000 civilians engaged locally in Germany and foreign locations.

Diversification risks quality

Banks jeopardise quality of service and their reputations by diversifying too much, Lord Alexander, the chairman of the National Westminster Bank, has warned. He said that recent experience had taught banks to be more focused in their aspirations and more rigorous in ensuring that they can enhance their business.

Funds sought for centre

The National Exhibition Centre, ultimately owned by the Birmingham City Council, is to seek up to £100m from pension funds and insurance companies to finance the development of 50,000 square metres of new display space.

BR set new grant limits

New borrowing and grant limits for British Rail were proposed in a bill presented by Mr Malcolm Rifkind, the transport secretary, to enable BR to fund its growing investment programme. The BR Board (Finance) Bill sets a revised ceiling of £3bn for borrowing, and a new limit of £3bn for the Public Service Obligation grant.

Work on the new rail link between the Channel tunnel and London will not start until three years after the route is announced, the transport minister Mr Roger Freeman, has said. "It will take a year to study the environmental impact of the route and two years to consult with local authorities and obtain planning permission," he said.

Power chief in 77% pay rise

National Power chairman Mr John Baker received a 77 per cent rise this year to £240,000 before bonuses. The company has revealed. It is likely to exacerbate the row over top people's pay. The company said that it had not released this year's figures at the time because it wanted first to explain the situation to its employees.

Tories attack wage plans

The Conservative party stepped up its attack on Labour's policy of a statutory minimum wage - with Michael Howard, employment secretary, denouncing it as so "extreme, dangerous and absurd" that it could lose Labour the general election on its own.

The attack by Mr Howard and two other cabinet ministers coincided with the publication of a study of 120 UK companies at which low-paid workers have received higher percentage increases than more highly skilled colleagues.

Lloyd's presses for tax break

Lloyd's of London is pressing ahead with its campaign to win more favourable tax treatment from the Inland Revenue, Mr Alan Lord, the chief executive of the Corporation of Lloyd's, said.

Mr Lord said Lloyd's recognised that its efforts to allow Namae to offset insurance losses against profits earned in the previous three years had failed.

Bank may alter bond issue

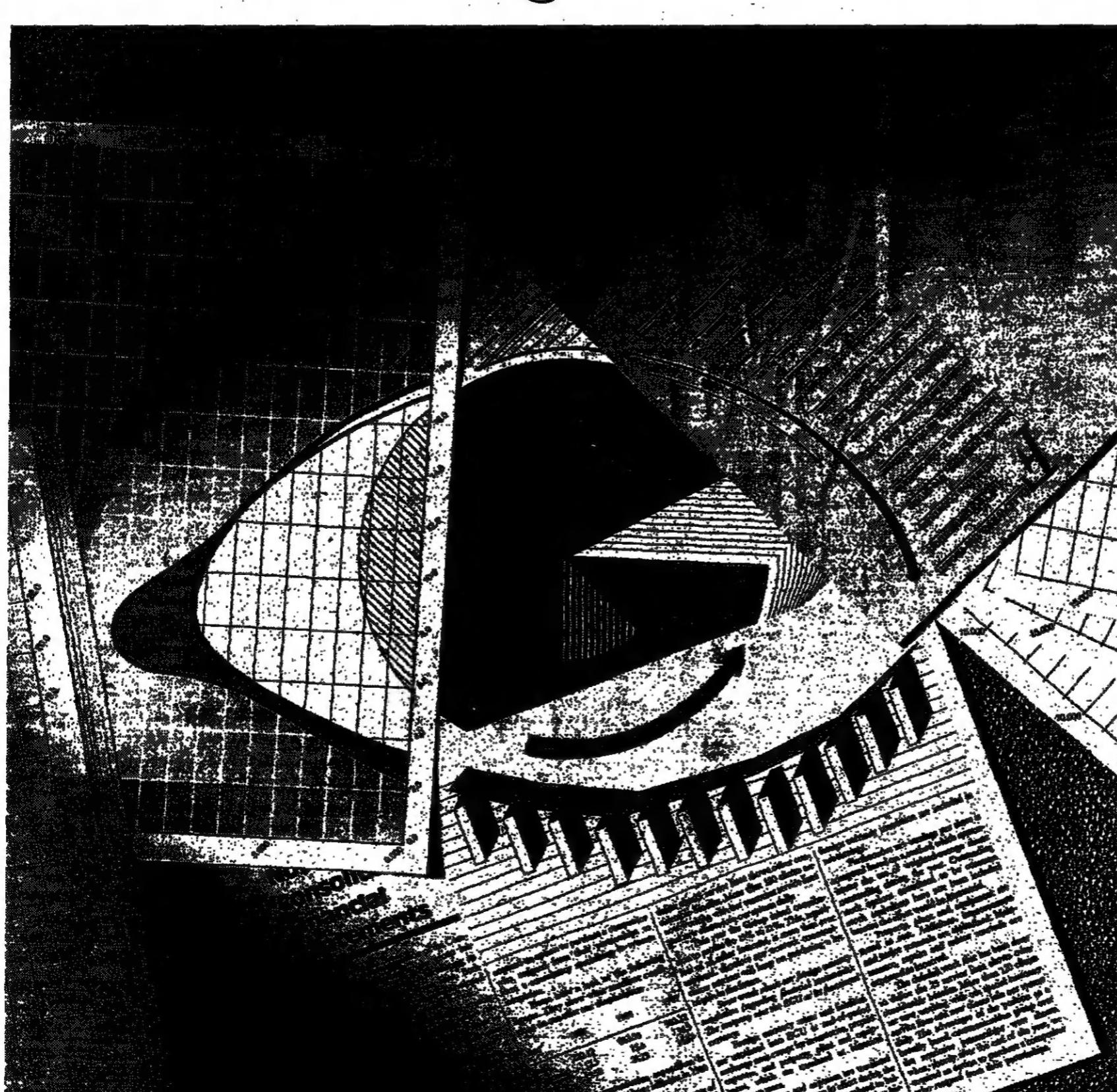
The Bank of England is considering ways of changing the system of issuing government bonds as the government needs to borrow heavily over the next two years to pay for public-sector spending.

The review by the Bank applies to its procedures for selling gilt-edged securities by auction - which is one of the main routes by the Bank for placing the securities with market-makers.

Council pay deals above 8%

Local authorities that have broken away from national pay negotiations for white-collar staff are settling at levels considerably higher than the 6.1 per cent offered nationally, according to a survey. Most have settled above 8 per cent and that the median rise is 9.1 per cent. About two dozen of the UK's 450 councils have started negotiating local pay deals over the past two years.

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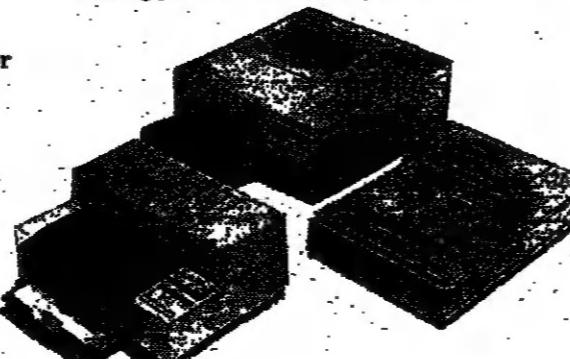
If you want laser quality at a dot matrix price then the HP DeskJet 500 is the one for you. It uses Inkjet technology to produce 300 dpi text and graphics at high speed.

Alternatively, if you want the sharpest, crispest look, then you want one of the printers in the HP LaserJet III family. They all use RET (Resolution Enhancement Technology). Developed by Hewlett-Packard, it produces lines so smooth and black you could easily mistake the printing as being typeset.

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THE POSSIBILITY MADE REALITY.

cent in Italy.
Mr Blair underlined his
OECD report showed how
with fastest rising wage
in Europe had been
year and next.
He added that the OECD
also revealed the finding's
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"This confirms what many
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The British government plans
to introduce a Consumer
Rights Bill in the next parliament
which would strengthen
consumers' rights of redress
over the supply of defective
goods and services and impose
stricter controls on misleading
or dishonest marketing.

The proposals were
announced yesterday by Mr
Edward Leigh, consumer
affairs minister, in a speech in
Rotterdam. They would bring
UK law into line with planned
European Community regulations
and put into effect several
reforms advocated by govern-
ment advisory bodies and
consumer groups.

The Consumers' Association
and the government-sponsored
National Consumer Council
warmly welcomed the proposals.
However, the association
expressed disappointment that
the government had stopped
short of compelling manufacturers
to replace or make full
refunds on faulty goods.

The proposed legislation, to
be spelled out shortly in a policy
document, would include measures to:

- Make manufacturers and importers, as well as retailers, responsible for the quality of goods they supply and hold

Government to strengthen UK consumer rights

By Guy de Jonquieres, Consumer Industries Editor

THE British government plans to introduce a Consumer Rights Bill in the next parliament which would strengthen consumers' rights of redress over the supply of defective goods and services and impose stricter controls on misleading or dishonest marketing.

"This confirms what many Labour has been saying years that training and education are vital to our economic success and investment in them." Mr Major also added that the findings were "a major reason for the UK's poor performance".

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The proposals were announced yesterday by Mr Edward Leigh, consumer affairs minister, in a speech in Rotterdam. They would bring UK law into line with planned European Community regulations and put into effect several reforms advocated by government advisory bodies and consumer groups.

The Consumers' Association and the government-sponsored National Consumer Council warmly welcomed the proposals. However, the association expressed disappointment that the government had stopped short of compelling manufacturers to replace or make full refunds on faulty goods.

The proposed legislation, to be spelled out shortly in a policy document, would include measures to:

- Make manufacturers and importers, as well as retailers, responsible for the quality of goods they supply and hold

Customs and police raid property of businessman

By Richard Donkin

CUSTOMS and excise officers and police working for the Serious Fraud Office raided homes and factories yesterday connected to the fashion empire of Mr Charalambos Costa, a Greek Cypriot businessman.

Fourteen people were arrested and were being questioned last night at different locations in London.

The co-ordinated raids, using 100 customs officers and 15 police officers, were part of a collaborative investigation centred on different areas of suspected fraud.

Customs and Excise officers are investigating unpaid Value

Added Tax totalling more than £1m. The SFO is looking at allegations of false accounting and obtaining property by deception. Mr Costa is a former friend of Mr Neil Kinnock, Labour Party leader and of Mr Asil Nadir, the chairman of Polly Peck, who is facing charges surrounding his own business dealings.

Mr Costa is believed to be in Cyprus. He has been at the centre of fraud investigation into the collapse of his companies last February. The inquiries concern allegations of false accounting and obtaining property by deception.

UK NEWS

British Gas may be forced to cut prices to industry

By Deborah Hargreaves

BRITISH GAS could be forced to reduce prices for power station customers in a matter of weeks, Mr James McKinnon, director of the Office of Gas Supply said yesterday, as the three-month row about the supply of gas to new power projects escalates.

Mr McKinnon said he would meet British Gas on Tuesday to review plans for a new power price schedule that would be extended to all power station customers. "If they refuse to do it, they could be overwhelmed with litigation," he said.

National Power, one of the UK's newly-privatised electricity generators, said it was seeking a judicial review of the action taken by Mr McKinnon after British Gas raised its gas prices by 35

per cent in March.

British Gas made a surprise move to raise prices from 16p a therm to 22p a therm in March in an effort to stem growing demand for gas from new power stations.

Mr McKinnon said the outcry this caused, Mr McKinnon stepped in to force British Gas to continue negotiations with two power projects - a Thames Power consortium that plans to build a power station at Barking, east London and a Mobil-Eastern Electricity venture in Essex - over gas supply at the old price.

National Power says it was close to signing a contract with British Gas just before the price increase, which would cost it £30m a year, and should be

treated in the same way. "We believe we have a better claim and others have comparable if not better claims than these two companies," Mr Colin Webster, commercial director of National Power, said.

Mr McKinnon said National Power's action is premature and based on a total misunderstanding of the legal position.

Thames Power, Mobil and Eastern Electricity have already issued writs against British Gas following three months of tortuous negotiations which have so far failed to reach a conclusion.

Mr McKinnon said the new price schedule should come into effect immediately with a price close to the old price of 16p a therm. The timing of the

gas deliveries will be the key as to whether the new schedule will work because British Gas simply does not have enough gas available to supply all the power projects under consideration.

Mr Webster said Ofgas had "unfairly singled out the two companies for favourable treatment". National Power agreed a contract with British Gas in January for 120m cubic feet of gas a day to supply its Didcot power project from 1994 at 16p a therm. The finalising of this contract in mid-February is widely believed to have triggered the gas price rise since British Gas realised it was running out of available gas. However, National Power was close to agreeing a second tranche of 120m cubic feet a day of gas when the prices rose.

Deadline set for claims against drug companies

By Robert Rice, Legal Correspondent

THOUSANDS of alleged victims of tranquilliser addiction were yesterday given a deadline by the High Court for bringing claims against Roche and Wyeth, the Swiss and US drug companies.

The judge, Mr Justice Kennedy, set a deadline of April 16 next year in what will be the biggest personal injury action in British legal history.

He also set a September 20 deadline for applications for state assistance for legal costs - known as legal aid - by those wanting to join the "group action" against the makers of benzodiazepine drugs.

Nearly 7,000 applications for legal aid have been made already in the action. Legal aid has been granted to 3,000 people, 2,510 in respect of alleged dependency to Ativan, made by Wyeth, 1,495 in respect of Librium made by Roche.

Just over 700 writs have been served on the two drug companies so far, about 100 relating to Valium and 500 to Ativan.

A list of 15 other benzodiazepine drugs have been approved by the Court for inclusion in the litigation, but apart from Valium and Ativan the only other tranquillisers for which there is a significant number of claims is Librium made by Roche and Serenid, made by Wyeth.

There is, however, a growing number of claims in relation to Halcion and Xanax, both made by Upjohn, which suggests the US drug manufacturer may join the litigation.

Solicitors co-ordinating the claims were reluctant yesterday to estimate the final number of claimants. However, the mental health charity says more than a million people in the UK may have been addicted to benzodiazepines, but the final number of claimants is not expected to exceed 10,000.

The deadlines were welcomed by the drug companies which have said they will vigorously defend the claims. A spokesman for Roche said the company was eager to see the claims progress.



Lone figure: Scottish steel making is threatened

Advocates of Hillington, who are led by the Glasgow Development Agency, the Glasgow rival of the LDA, claim that most of Scotland's large exporters prefer it.

But the most important recommendation of the working party is that the government should create an enterprise zone in Lanarkshire. This would offer corporation tax and rate relief for ten years to companies who set up on specified areas. "We think that with an enterprise zone we can achieve in five years what would otherwise take ten," Mr Condliffe says. "It is a mechanism for kick-starting the economy."

To achieve enterprise zone status means obtaining approval not just from the government but also from the European Commission. Mr Ian Lang, Scottish secretary, said last month that the government would consider the proposal "against the background of its existing policy on Enterprise zones".

Mr Condliffe points out that Scottish Enterprise has recently purchased about 500 acres of potential industrial sites around Motherwell which the LDA is now rehabilitating.

"These sites are essential if we are to attract new industry to the area," he says.

Lanarkshire has a low business start-up rate and a poor image as a location with a quarter of all the derelict industrial land in Scotland.

Apart from a very small number of large businesses, most companies in the area are small and many are too dependent on subcontracting work for British Steel.

However, the Mossend project faces formidable competition from a site at Hillington on the west side of Glasgow.

Old cars go to scrap yards.

Old Porsches go to museums.

ories attack age plans

Conservative party
sped up its attack on
John Major's policy of some
minimum wage - with
Howard Davies, secretary
of state, denouncing it as
extreme, dangerous
and "that could be
our general election
is own".

The attack by Mr Howard
two other cabinet
ministers coincided with
the publication of a study of
companies at which
paid workers have seen
more percentage increases
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MANAGEMENT

Corporate strategy

Building on brainpower

Andrew Baxter and Andrew Taylor explain how Trafalgar House aims to construct a formidable competitive force with its assimilation last week of Davy

Just seven weeks ago today, a party of managers from the European aluminium industry spent a day in a rural retreat just outside Frankfurt, while engineers from Davy McKee extolled the virtues of their new computerised control system for rolling mills.

Absorbed in the intricacies of squeezing huge rolls of aluminium through sophisticated mangies at ever-faster speeds and tolerances, the rolling mill men happily ignored the wider drama building up around Davy Corporation, their hosts' parent company.

The arcane sales patter of Davy's metals division must have seemed worlds away from the disastrous Emerald Field contract to convert an oil rig into a production platform, which cost Davy £11m and forced it into the willing arms of Trafalgar House, the UK conglomerate, in an agreed £11m takeover last week.

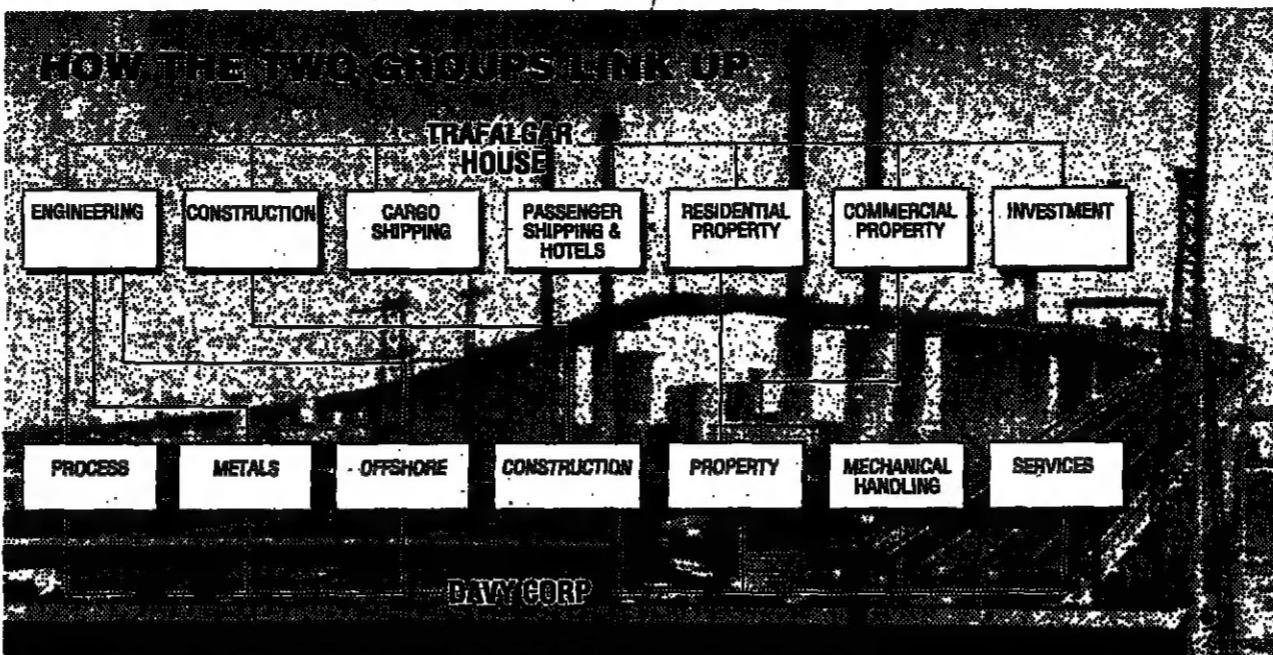
But there is a connection: Trafalgar House is as keen to obtain access to Davy's world leadership in several key areas of process technology as it is to inject the financial backing and risk management into Davy that it has lacked for years. This lack was cruelly exposed in its signing of the ill-fated Emerald Field contract in 1988.

The takeover of Davy complements a strategy developed at Trafalgar House in the early 1980s to concentrate on the "brainpower" end of the engineering business - designing and managing complex process plant projects worldwide - by putting together Davy and John Brown, another big UK engineering contractor.

The aim was to create the leading British-owned force in engineering contracting to rival the big US and Japanese players such as Bechtel and Chiyoda. There was just one problem: Trafalgar House owned neither John Brown nor Davy when this strategy was hatched.

There are significant differences between the two contractors - John Brown grew into a general engineering contractor from a diversified manufacturing base, while Davy developed via a series of mergers into a contractor with a strong commitment to research that generated a string of proprietary processes for producing chemicals and metals.

But there is a remarkable similarity in the events which led to Trafalgar's takeover of John Brown in 1988 and Davy five years later. John Brown, like Davy, had lacked rigorous



other very well - "there are a hell of a lot of ex-Davy people working in John Brown," says Patrick McTigue, Davy's chief executive.

The companies have worked together on projects for almost 40 years. Trafalgar cites a steelworks at Dungapur, India, built in the 1960s by what was then Davy United, Ashmore Benson and Pease (now part of Davy), Cleveland Bridge and Cemmentation.

In engineering and contracting (E&C), Trafalgar House will employ 20,000 workers in 12 countries, putting it in the world's top three. "The combination of John Brown and the Davy McKee end of Davy makes a lot of sense and does create a very strong process contracting business," says Michael Milner, director of the British Chemical Engineering Contractors Association.

Trafalgar House has two advantages to help it surmount the challenges of integrating Davy with its other construction and engineering companies. The first is that these businesses already know each

range of skills under one roof, but it will also have the financial strength to take on big projects without risking the future of the whole company on a single venture. Davy, even before the Emerald Field fiasco, had suffered a number of mishaps which might have broken the company.

Financial strength also allows a contractor to stand up to large clients if things start to go wrong. To win orders, contractors must agree to deposit "performance bonds" against failure or poor performance. Smaller contractors which can ill afford the risk of a client calling in the bond are in a much weaker bargaining position if the contract starts to go wrong.

In Davy's case, integration with Trafalgar House will focus on three key areas:

• The metals division: the biggest and most successful of Davy's divisions, it was the jewel in the engineering contractor's tarnished crown and the major attraction for Trafalgar House, along with other

potential purchasers such as Mannesmann of Germany.

The division had turnover and operating profits of £77m and £25.5m, respectively, in the year ended March 31, but can simply be "bolted on" to John Brown as a new business. The most important result of the takeover for the designer and contractor of electric arc furnaces, rolling mills and casting equipment will be to deposit "intangibles" - the removal of uncertainty caused by Davy's problems elsewhere.

The division has already made the moves necessary to give it a broad international client base, notably last year's takeover of Cieclim, the French metals engineering company. But Trafalgar House will need to continue the research which has given Davy world leadership in many technologies connected with producing metal.

In return, Trafalgar House will gain an important entry into the US steel-mill market. There may be a question-mark over short-term prospects, but US plant is archaic by western

standards and needs major modernisation over the next decade, says Tim Bennett of the Birmingham broker Albert E Sharp.

The process division: this chemical plant contractor will also be absorbed into John Brown, but will require greater effort. There is some overlap, especially in the 300-strong London process operation.

The division lost £25m last year on turnover of £264.5m, and has yet to recover from the uncertainty among clients caused by the Gulf war. But its long-term potential is illustrated by the claim that both John Brown and Spie Batignolles, the French engineering company, was prepared to pay for the division before Trafalgar House made its bid.

The attraction of the division is its proprietary technology ranging from a low-pressure oxo-alcohol process that has been a money-saver for nearly 20 years to Davy's own version of ICI's low-pressure methanol process.

Over recent years John

Brown has also been increasing its technology base via acquisitions, but the Davy takeover represents a quantum leap that rivals will find virtually impossible to emulate.

• Construction and property: it is in this division which made £5.13m of turnover of £27.8m last year, that the greatest overlap exists between the two businesses and some rationalisation may be required. Most Davy's construction subsidiary, is mainly a regional builder and is strong in Scotland and the north of England. Willmett Monk's nearest equivalent within Trafalgar's construction division, is stronger in the south of England.

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THE PROPERTY MARKET

Health service holdings put under the spotlight

By Vanessa Houlder

The government's wide-ranging reforms of the National Health Service have lifted the vast NHS property holdings out of the shadows and into the public arena.

As controversy over the changes to the health service deepened, Mr Robin Cook, the shadow health secretary, demanded to know in March if the NHS was "safe in the hands of estate agents". He pointed out that property development represented the largest business interest for self-governing hospitals, which are free to sell land they consider surplus after they opt out of local health authority control. Had the government turned over hospitals to developers and agents to supervise the asset-stripping of surplus land and buildings, Mr Cook asked.

These concerns are shrugged off by Mr John Locke, chief executive of the NHS Estates, a government agency which advises NHS management and health authorities, and Mr Trevor Whitley, an adviser on policy towards the estates.

The "asset-stripping" charge cuts little ice with Mr Locke. He says that a more commercial approach to property, including the sale of surplus property, will improve the efficiency of the service as a whole. "Our resources are money, manpower and property. In the past we have just focused on money and manpower," he said.

The number of property people on the boards of the trusts is just 19 out of several hundred, says Mr Whitley. He thinks their relatively high prevalence was unintended, even though it has brought useful expertise to the hospitals. "It is an accident, a happy accident," he says.

Whatever the desirability of the overall health service reforms, it is hard to argue against the case for a more rigorous focus on the NHS's property. The estate is unwieldy and partly outdated. It has 1,700 hospitals as well as scores of clinics, ambulance stations, offices, stores and workshops.

Although a large hospital rebuilding programme started in the 1980s, the bulk of the estate was inherited from local authorities and voluntary societies in 1948. It includes

nearly 800 listed buildings, more than 100 former workhouses and nearly 50 chapels and churches.

One measure of the old-fashioned nature of the estate is that it would cost £70m to replace it in every detail, down to the last gargoyle. By contrast, its value for its existing use is estimated at £200m, and for alternative use at £100m.

Though the NHS is hampered by the nature of some of the property it has inherited, it could have managed its affairs better. The main problem relate to maintenance and allocation of resources.

In a critical report in March, the Audit Commission said that health authorities had to spend at least £25m to bring their hospitals up to modern standards. It found management was of a poor standard, with high levels of absenteeism and too much attention given to low-priority tasks.

Many hospitals do not even meet statutory food safety requirements for waste incineration and fire precautions. These shortcomings could leave them open to legal action now that the health authorities no longer have own immunity.

The NHS has also been criticised for the way it allocates its resources. As a result it has been easier for a hospital to build a new wing than to maintain an existing one. The easiest way for a hospital to get a new lift or X-ray machine was to allow existing equipment to deteriorate.

The NHS has been trying to improve the way it handles its property for several years. The reforms to the NHS system have provided an opportunity for more sweeping changes to its property management. Efforts are being focused on:

• Surplus property. In 1983, a working party issued a report on under-used property which recommended that health authorities should systematically rationalise their holdings. This has led to the disposal of several hundred acres of NHS land each year. This process, together with the controversial closure of mental hospitals as part of the community care programme, could mean that a quarter of the estates become surplus in the next 10 years. Surplus property is usually sold to be redeveloped for houses or shops.

• Improving maintenance. The target is to reduce the amount of property that is unacceptable or needs to have cash spent on it from 40 per cent to 30 per cent.

• The devolution of functions from region to district and individual units. Regional health authorities will oversee strategy on property matters, but individual hospitals will have to appoint their own facilities managers.

• Capital charge. All hospitals will have to earn a return on capital of 6 per cent, as well as covering depreciation and the cost of maintenance.

The effect will concentrate their

minds on what they need to do the job properly," says Mr Locke. Not all these changes are going smoothly. Even though sales of surplus land are expected to reach £20m this year, Mr Locke says that "land disposal is extremely difficult at the moment. In many cases, the nature and location of the property is not well suited to disposal".

The NHS is also handicapped in its ability to profit from developing its surplus land by the Department of Health's disapproval of excessive risks. At a recent seminar held by Edward Bradman, a firm of chartered surveyors, the question of how to contain risk while making certain of gaining the greatest value was seen as one of the biggest difficulties for authorities with surplus property.

Devolving responsibility from regions to hospitals is also causing uncertainty. It is not clear how rapidly or enthusiastically regional health authorities will shed labour and hospitals appoint facilities managers.

"There is no model," admits Mr Locke. "It sounds chaotic. It is as chaotic as it sounds."

Even NHS Estates itself does not appear entirely confident about those in the service who take decisions on property, judging by its efforts to raise awareness of estate issues. For instance, an introductory booklet called, "A strategy for a healthier estate", seems pitched at an absurdly elementary level.

Finding its customers is not the

only challenge for the 127 staff of the NHS Estates, which include architects, engineers and surveyors to provide advice on hospital design and selling spare property.

Until April, when it was called the NHS Estates Directorate, it had a secure customer base. This is gradually being phased out and it is seeking business from the private sector. In four years it will have to sink or swim. On top of that, it is moving to Leeds next year, which may result in the departure of nearly two-thirds of its staff.

These changes to NHS Estates will have to be assimilated at the same time as the general reforms to the service, which, it seems clear, were devised without much immediate thought to the implications for property. In long run, they should improve the management of the estate, but strain will be felt before the reforms have worked their way fully through the system.

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THE COMPANY

Alpha has two separate activities, namely the production of electronic fuses for military applications and the design and development of computer software systems. Alpha's main product line for fuses is a range of electronic time, timing and proximity fuses for artillery ammunition. The Company is the exclusive supplier for the Greek army. Alpha's Information Systems Division develops tailor-made software solutions and menu-key packages, for example for the defence industry and for management information and for hospital information systems. In this area the Company is well-positioned to benefit from the major projects envisaged in the near future for various government Ministries.

In addition, Alpha participates in a number of research driven projects. The Company has also developed a digital PABX system. The Company's headquarters are located in the commercial centre of Athens in a building of 3,170 square metres: the Company's operations could be relocated without adversely affecting the business.

FINANCIAL HIGHLIGHTS

(GRD in millions, USD in thousands)

	1990	GRD	USD	12 months ended 30.6.90	GRD	USD	12 months ended 30.6.90
Sales	332	3,276	1,357	3,616	24,313	2,901	11,000
Gross Profit (Loss)	246	1,515	57	370	2,485	399	2,481
Total	2,364	2,616	16,596	3,237	19,231	3,254	11,000

PRIVATISATION PROCEDURE

The following procedure and timetable is being adopted for the privatisation:

1. Initially, interested investors could request a Confidential Information Memorandum on the Company from L.C.F.E.D.R. This will be released only to parties acting as principals, and will be subject to a confidentiality agreement.
2. Visits to the Company's sites will be arranged to take place between 17th July - 2nd August, 1991 for potential investors wishing to conduct a technical appraisal.
3. Potential investors are required to submit an acquisition proposal to L.C.F.E.D.R., to arrive no later than 5 p.m. (17:00) on Monday, August 19th, 1991. Proposals should specify where there is a preferential interest in one of the Company's two activities and state clearly whether the Company's premises are included. Proposals will be evaluated by ETBA and L.C.F.E.D.R.

ETBA reserves the right to invite investors to submit improved offers, to reject all offers submitted, or to modify the acquisition procedure, should this be of interest to ETBA or the Company.

For the Information Memorandum, as well as further information on the proposed sale procedure and the timetable, interested investors should contact:

La Compagnie Financière Edmond de Rothschild Banque
47, Rue du Faubourg Saint-Honoré, 75008 Paris, FRANCE

Tel: (33) 40 17 23 77

Fax: (33) 40 17 23 99

Attn: Daniela da Prato, Executive Director, or Jose Velasco.

This announcement was financed by 70% through EEC funds.

**PRIVATISATION IN GREECE
INVITATION FOR PROPOSALS FOR THE
ACQUISITION OF THRAKI S.A.**

Within the framework of the Greek Government's privatisation policy, the Industrial Development Bank S.A. ("ETBA") intends to sell its shareholding (approximately 94.5 per cent) in THRAKI S.A. ("THRAKI" or "the Company"). La Compagnie Financière Edmond de Rothschild Banque ("L.C.F.E.D.R.") has been retained by ETBA as its exclusive advisor for the

THE COMPANY

THRAKI, founded in 1972, and headquartered in Athens, is one of the leading Greek producers of pork sausages and other meat products. The Company has meat processing facilities at Feres and Komotini in North Greece, that at Feres is a fully integrated plant with substantial animal food and pig breeding installations.

FINANCIAL HIGHLIGHTS

(GRD in millions, USD thousands)

	18 months ended 30.6.89	GRD	USD	12 months ended 30.6.90	GRD	USD
Sales	3,616	24,313	2,901	11,000	3,254	11,000
Gross Profit	370	2,485	399	2,481		
Total	3,237	19,231	3,254	11,000		

PRIVATISATION PROCEDURE

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Tel: (33) 40 17 23 77

Fax: (33) 40 17 23 99

Attn: Daniela da Prato, Executive Director, or David Lloyd.

This announcement was financed by 70% through EEC funds.

LEGAL NOTICES**THE INSURANCE COMPANIES ACT 1982**

AGF LONDON LIMITED ("AGF")

NOTICE IS HEREBY GIVEN that an application was on 1st July 1991 presented to the Secretary of State for Trade and Industry by AGF for the approval of the transfer of the shares of the Fund under section 51 of the Insurance Companies Act 1982 to a proposed transferor (hereinafter referred to as "AGF Insurance Limited") of all AGF's rights and interests under sections 51 and 52 of the Insurance Companies Act 1982 in respect of the insurance business carried on by AGF in the United Kingdom before 1st July 1981, including provisions relating to the transfer of the business by AGF to AGF Insurance Limited.

The name of the proposed transferor is AGF Insurance Limited, as at 1st July 1991, at the registered office of the Fund, Peterman 15 Williams Court, Caversham, Berkshire RG4 7LR, England.

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Starbrites

TRICYCLE THEATRE, KILBURN

Having admired the Market Theatre Company in Johannesburg during the years of apartheid, it is a pleasure to see it in London now that the old system is on the way out. *Starbrites* is a song of praise to liberation and to the feeling of relief that set in with the release of Nelson Mandela.

I must admit that it is not entirely to my taste since it relies heavily on the use of puppets, which is an art form that does not attract me. I have never been wild about African singing and dancing. If you do not share those prejudices, however, clearly there is a lot to enjoy.

The system, writes Laura Day, incorporates a long-distance screen and interactive video with digital media to seize players.

On the teacher's screen, the students are represented by icons. Simple icons demands enable the teacher to arrange the students' work individually or in groups, to follow a course lesson or to separate students and monitor their progress.

The Scen language is already in use in Japan and the US. The first UK inclusion is Eton College and don's King's College.

At the beginning the music

is haunting and sad, played by the nephew alone. It becomes more lively and eventually joyous as the realisation spreads that the exiles are coming home. The uncle is playing again and the Starbrite band is reformed. The musical transition, matched by some subtle changes in the lighting, is cleverly done. Some people were whistling and shouting with pleasure at the end.

There are only two actors: Fats (and he is very fat indeed) Diboco as the uncle, and Arthur Molop as the nephew. Of their sheer professionalism there can be no doubt; they play together very well. In a splendid piece of fantasy, they react to the liberation by deciding they want to dress like Americans.

The rest are puppets and the best of the puppets are not the life-size figures, but the cats. These are fury little ones, one of them bright red. Sometimes they wall to be fed. When they are thrown a bone, they fight fur really

Malcolm Rutherford

To the right, a simple line drawing of a person with a guitar and a bottle.

Soweto play music with his uncle only to find the uncle has given up the band for the bottle. To pay for the drink, the uncle sells "soft goods" (women's underwear)

Clubs) in the streets. The release of Mandela, explicitly announced, that changes the music.

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FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
Telephone: 071-873 3000 Telex: 922186 FAX: 071-407

Friday July 5 1991

Computing in crisis

COMPUTER makers often point out that if car manufacturing had matched their rate of innovation, a Rolls-Royce would cost \$1,000 and run several hundred miles on a gallon of fuel. That boast has a hollow ring today — much of the world's computer industry is threatened by the relentless technological change which once provided its prosperity.

The industry turmoil is accentuated by slower economic growth, particularly in the US and Europe. However, the real trouble runs deeper. They stem from structural upheavals provoked by rapid advances which enable ever more powerful microchips to be produced at steadily lower prices. The impact is likely to spread in time to Japanese computer makers, which owe much of their current strength to the buoyancy of their isolated home market.

Availability of cheaper and cleverer chips has led more suppliers to enter the computer market, while product lives have shortened and small machines have displaced large mainframes as the engine of sales growth. The result is a fiercely competitive and volatile business, in which many types of equipment become commodities. Margins have been further squeezed by an industry-wide move to common standards, which has made it harder for suppliers to differentiate their products.

These trends have imposed traditional computer makers as lumbering giants, weighed down by top-heavy cost structures. Many have responded by shedding staff and by forging alliances to develop and make new products, as International Business Machines has recently done with Siemens of Germany and Apple of the US. But while these measures may yield savings, they do not address the central problem.

Arrogant belief

The power which proprietary standards once gave suppliers over their customers induced an arrogant belief that they could continue forever to force-feed largely captive markets with high-priced hardware. Not only is that power waning, but there are increasing signs of market saturation. They are particularly apparent

in the US, where huge investments by business in information systems have conspicuously failed to enhance productivity.

If suppliers are to stand any chance of re-kindling sustained growth to compensate for the declining value-added on hardware, they must find ways to help their customers to get more out of their computers. Competitive advantage will no longer be based on the technical performance of equipment but on the ability to build mutually-reinforcing relationships with users and acquire a detailed understanding of their businesses. That requires a radically new approach by an industry which has long lived by the maxim of "stack 'em high and sell 'em fast".

Driving force

In short, marketing is gaining the upper hand over technology as the driving force of growth, while the industry's fortunes are increasingly determined by the way its products are applied. The implications of this sea-change extend well beyond the suppliers who are seeking to grapple with it. There are also lessons for policymakers, particularly in the European Community, which has given a high priority to maintaining control over "strategic" electronic technologies.

In practice, this has often boiled down to plying uncompetitive European-owned producers with subsidies and trade protection — with little positive effect on their performance. The EC needs to rethink its approach, for two reasons. First, because the concept of a self-sufficient indigenous electronics sector is being rendered obsolete in a global industry which is being radically restructured by takeovers and alliances.

The second reason is that as computers and other types of electronic equipment become increasingly embedded in the economy, the benefits from using them effectively exceed the gains from producing them. That does not mean that Europe should abandon efforts to strengthen its technology base. But the aim should be to enhance the competitiveness of strong user industries, not to shore up weak producers.

China shows its clout

THE ARGUMENT over a new airport for Hong Kong has always been at root political. That it should be resolved with a decision by the British prime minister to visit Beijing only serves to underline this, for at stake has been the degree to which China can exert influence over Hong Kong before and after Britain relinquishes control in 1997.

The British government says China's backing for the project represents a victory both for Britain and for Hong Kong. Some will say it demonstrates Mr Major's ability to cut through tangled web and strike a deal — he had taken a personal interest in the issue, changed the new ambassador to China with sorting it out, and then sent his own adviser to Beijing.

While there may be something in this, the most striking political judgment about the accord is the scale of success it represents for China. Beijing has set a significant precedent for its role in Hong Kong's affairs and furthered its post-Tiananmen Square rehabilitation in the international community.

Under the 1984 Sino-British Joint Declaration, that colony is to become a Special Administrative Region of China when Britain's lease on one third of the territory runs out in 1997. Its "high degree of autonomy" for 50 years applied to all matters, except defence and foreign affairs.

The declaration, agreed while China remained on a reformist path, made no provision for intervention by Beijing in issues such as airport-building. But since Tiananmen, China has argued persistently that it allowed for consultations on issues which straddled 1997.

Beijing's victories

Yesterday's agreement contains a number of victories for Beijing. The Bank of China will appoint a representative on the airport authority board and will play a part in loan syndications. Chinese construction companies will bid for work. There is a low limit on the amount of project finance which can be raised for repayment after 1997 without asking Beijing for permission. China has guarantees that it

T he five years since Mr John Akers became chairman of International Business Machines have been among the most turbulent in the computer company's history. The past five months have been possibly the worst. In March, IBM reported dismal first-quarter earnings. Wall Street was warned that second-quarter results would also be disappointing. To make matters worse, Mr Akers' purported remarks to a group of IBM managers that the company's situation is "in crisis", have made waves in the press.

Yet even as IBM is assailed by headlines predicting its impending death, it is making uncharacteristically bold moves to boost sales and counter competition. On Wednesday, the company unveiled an unprecedented alliance with Apple Computer to collaborate on personal computer technology. This followed a strategic agreement to sell computer hardware to Wang Laboratories. Yesterday, IBM announced an accord to merge the world's most advanced memory chips in collaboration with Siemens of Germany. These tie-ups illustrate the company's determination to find new avenues for growth, its desire to prevent Japanese competitors increasing their dominance in crucial areas of the electronics industry, and its need to spread the large costs of developing the most advanced technologies.

At the same time as it is aggressively pursuing new opportunities, IBM is also preparing to make wrenching changes in its organization. Survival is not the issue. IBM's enormous financial resources ensure that it will continue to operate for decades. What is in question is whether the company can regain its financial momentum by improving

'In this environment, there are going to be winners and losers. IBM is going to be one of the winners.'

structure, where managers will from now on be assessed in terms of the results of their units.

The more we can have individual business independence, the faster on our feet we will be, and the quicker we will come to market, and the more skilled our people will be in that business. We are moving from an environment of generalists, in marketing for example, to an environment of specialists. The more specialised our sales and service force is, the more valuable it will be to our customers."

Getting products to market faster is critical to the effort to boost sales. IBM has been very late in entering both the workstation and laptop personal computer markets — two of the fastest-growing areas. "We must address markets more adroitly than we have historically," Mr Akers acknowledges with characteristic understatement.

The global trend towards focusing on specific market sectors also poses a challenge. While the white-shirted IBM salesman was once an industry model, renowned for his in-depth knowledge of IBM products, today he or she is also required to have a thorough understanding of the customer's business, whether banking, retailing or manufacturing.

Critical to the success of IBM's strategy is improved productivity. Mr Jack Kuebler, IBM president, says: "It is more than just resources, it is more than numbers of people... it is the quality of the workforce. It is you putting your money where the returns are greatest? Where you are making long-term investments, are you sure you are right?"

Drastic cost-cutting appears essential if IBM is to boost its profit margins. Although Mr Akers is not tipping his hand, IBM-watchers expect the company to announce plans to axe as many as 25,000 people. IBM is also expected to consolidate operations this summer, and to make a multi-billion-dollar charge against earnings.

Mr David McKinney, former head of IBM's European operations, has been put in charge of "reducing overheads". His brief will include identifying the "core competencies" of the company and those peripheral operations that can be spun off.

"I'm not prepared to say that if we need to do something radical, and if at the time were here that it was necessary to do that, I certainly could not announce that through the media," says Mr Akers guardedly.

Inside IBM, what has caused the most alarm is the chairman's call for improved performance from all employees. He has instructed managers to identify poor performers and encourage them to leave the company. "I think that it is appropriate in difficult times to point out that the competition is fierce and that one needs to respond by working smarter and in some cases working harder," Mr Akers says.

But some employees feel he places part of the blame for the recent disappointing results unfairly on their shoulders. "Not so," Mr Akers replies.

Cometh the hour...

■ Who is responsible for the about-turn in American policy towards Yugoslavia? The answer is Lawrence Eagleburger, the 60-year-old US deputy secretary of state.

A former ambassador to Belgrade, he has accomplished the shift virtually single-handed. No longer is the Bush administration upholding the union at any cost, being now ready to offer Slovenia and Croatia the prospect of recognition provided independence is reached peacefully.

Career diplomat Eagleburger is one of the confidants surrounding the secretary of state himself, James Baker. While many of the inner circle such as chief spokeswoman Margaret Tutwiler are tacticians, their grasp of history is questionable.

Baker's recent speech on Yugoslavia, raising the spectre of the 1914 Balkan crisis in pointing to the risks of disorder spreading in central Europe, may have been well intended. It certainly made many state department career diplomats grimace at the flawed comparison with the run-up World War One.

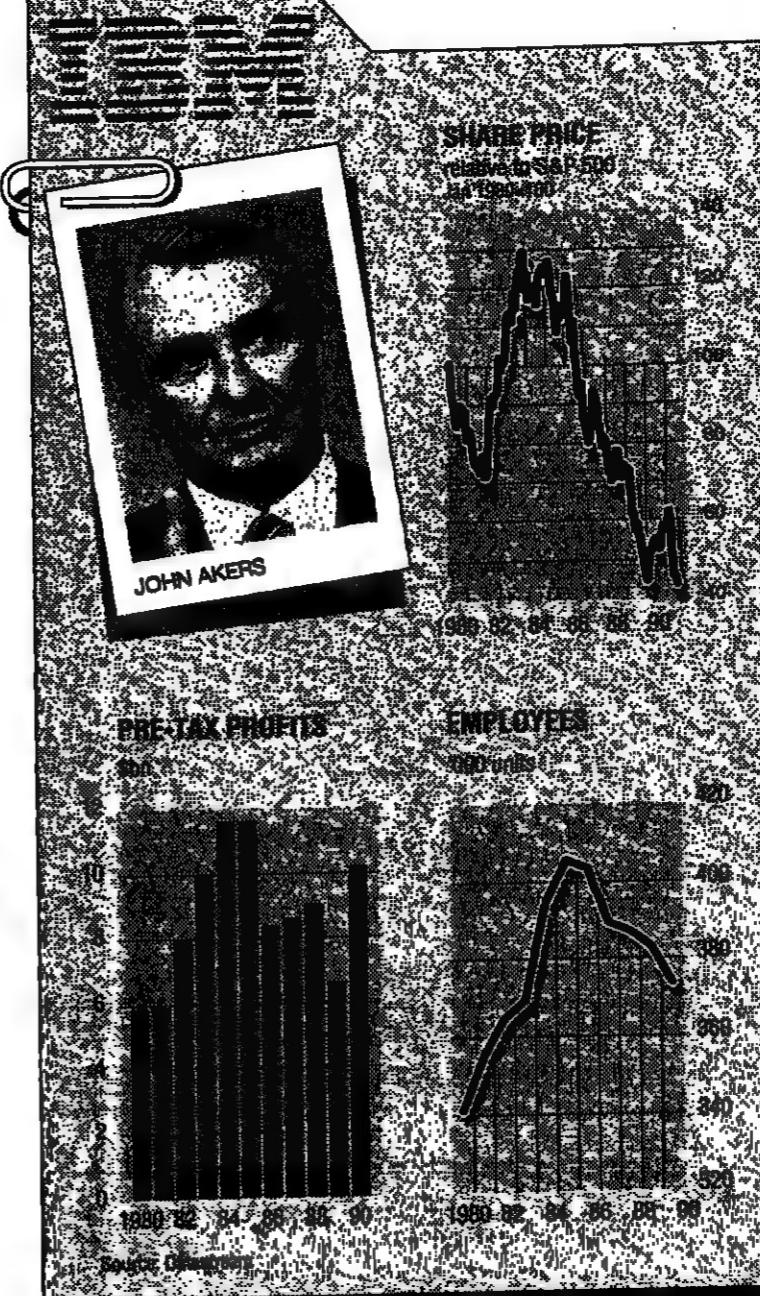
By contrast, Eagleburger has shown remarkable candour. He deplored the Serbian Marxists, and spoke out early in favour of the "market oriented, democratic" forces in Slovenia and Croatia. The central government was fast losing relevance, he said in that wheezy voice betraying his emphasis.

Alas for Baker, his speech has rebounded in accusations that his stated approval of preserving the territorial integrity of Yugoslavia may have encouraged the Serbian military's drive to crush the breakaway republics. The charge is unfair as it overestimates not only his own, but Washington's influence.

Given improved communication between London, Hong Kong and Beijing, the years between now and 1997 can be profitably used for the benefit of everyone involved. A China which understands in detail the British position and sets it in the context of its overall relations with the west, will be less prone to rash behaviour.

IBM is planning wrenching changes to retain its dominant position in the turbulent world computer market, writes Louise Kehoe

Lumbering giant starts to stir



"My remarks were meant to be a rallying cry for managers, not a comment on IBMers in general."

He says long-term trends cannot be extrapolated from two quarters of disappointing figures. A strong rebound in earnings next year is forecast by financial observers. They point out that IBM's sluggish sales, and its decline in its market share, are explained by the fact that a new product comes on to the market, as well as by the recession. In particular, mainframe sales, which generate more than 80 per cent of IBM's profits, have dropped in anticipation of shipment this year of its new high-performance Enterprise System 9000 mainframes.

In personal computers, which represent IBM's second-largest product segment, the company's dominant market share iswaning. But IBM has plans to boost its personal computer sales by offering cheaper models under the product labels of other companies. In the long term, IBM's alliance with Apple Computer could give it a competitive edge. The plan is to form a joint venture which will develop advanced personal computer software which both IBM and Apple will offer on future products.

IBM's recent agreement with Wang Laboratories is also a trend-setter.

This arrangement, under which IBM will supply Wang with computers to resell under its own name, is one of

Manufacturer contracts signed by IBM. Such deals could help IBM to become a manufacturing powerhouse which sells its products through the distribution channels established by former competitors.

IBM will sell virtually any part of its technology to other computer companies, says Mr William Bowles, assistant general manager for OEM business. "Nothing is sacred." This represents an about-turn for IBM, which has seldom followed this path. Mr Bowles admits his efforts to build OEM sales encounter varying degrees of enthusiasm in the company.

Being open and ready to respond to change will, however, be a key to success in the 1990s, IBM recognises. "We are really working hard not to be trapped or captured by the rules of the past," says Mr Kuebler.

One of the most difficult rules for IBM to break has been its traditional adherence to proprietary software. While rivals such as Hewlett-Packard, Data General and NCR whose sales have been less severely affected by the downturn have embraced versions of AT&T's Unix as a "standard, open" computer-operating system, IBM remains lukewarm.

Unix does not equal open systems, IBM maintains. What customers really want is "inter-operability, and portability", or the ability to link different types and brands of computers to share data and applications programs, IBM believes. It appears to ensure that its own systems software adheres to industry standards. The company has gone so far as to write software that will run on competitor's computers, so that the computers can be integrated into an IBM network, but that has been a "difficult cultural shift", within IBM, according to Mr Schneider, IBM vice-president worldwide development.

Change is, however, diminishing. "The world has changed, and we must change too," says Mr Walton Burdick, IBM senior vice-president personnel. The example is IBM's shift towards "services" such as systems integration and facilities management, driven by customer demand for external support in managing increasingly complex information technology systems.

Ultimately IBM's target is the \$100bn market for computer services that is growing at about twice the pace of hardware sales. To hit the mark it must develop new skills and overcome assumptions that IBM consultants will always recommend their customers buy IBM computers. Established computer services companies, such as Andersen Consulting, are sceptical about IBM's ability to be seen as impartial, but they cannot dismiss the power of the industry giant.

Mounting competition in its stronghold, the corporate data centre, is also forcing IBM to seek new opportunities. While IBM still rules the market for mainframe computers, with a 44 per cent share of the world market, the role of the mainframe is being diminished by the rise of distributed computing based upon networks of desktop and mini-computers. The "death of the mainframe" is, however, exaggerated. "We feel pretty positive about the growth potential of large systems," says Mr Irving Wladawsky-Berger, assistant general manager of IBM's mainframe business.

His confidence will be tested by IBM's only serious group of rivals,

the Japanese. "Japanese computer makers are and will remain among the most challenging competitors that IBM faces," says Mr Akers. "The competition is fierce and we must execute

it well. While defending itself against Japanese intruders, the company must continue to find new ways to marry its enormous resources with greater agility if it is to find the right direction in the rapidly changing world computer market of the 1990s.

OBSERVER

Over the top?

■ The old man's not known for overpaying", says City public relations eminence Alan Parker, on hearing his dad's First National Radio company has won Britain's first national commercial radio licence.

But as Sir Peter Parker's consortium probably bid over three times as much as rival Jimmy Gordon's UKFM, he is not alone in fearing a sharp increase in costs. Lord Hanson is among the smart money merchants who backed Gordon. With no quality hurdles and only three bidders, Gordon's lot paid far too much. He will be forced to pick up the pieces if it all goes wrong.

Robert Kennedy, the business brain behind London's National Radio, is unrepentant. He has a good record in establishing new media ventures and expects the latest to generate a return exceeding 35 per cent annually over 18 eight-year life.

Saying it should be profitable in year three and projecting \$4m a year turnover with overheads, Kennedy is confident he'll have no trouble raising the £15m or so needed via a private placement in the City. A shade incautiously, however, he tells me some potential investors may have to be scaled down.

Perhaps they should talk to Jimmy Gordon first.

Out of the bag

■ China-watchers, recalling the political anthems of Mao's era such as "The East is red", suspect they're about to see a resurgence of pressure for liberalising economic



"Never mind your Croats, what about my turnips?"

reform to the strains of "What's new, pussycat".

The cat concerned is the 56-year-old Sir Alan Deng Xiaoping popularised in his active reforming days by saying: "It matters not whether a cat is black or white as long as it catches mice."

Deng has now retired from all main government and Communist Party posts, and his economic reforms have been rolled back by hardliners within the party. Kennedy is confident he'll have no trouble raising the £15m or so needed via a private placement in the City. A shade incautiously, however, he tells me some potential investors may have to be scaled down.

Perhaps they should talk to

Jimmy Gordon first.

Censored

■ The dpa has been told by its fellow-lobbyist William Cash, a trainee on The Times, for ringding up Britain's national newspaper editor, asking what they are paid. Given all the editorialising about "snouts in the trough", it seemed a subject worthy of inspection especially when newspaper profits are down.

He says in the Spectator that only the Independent's Andreas Whittam Smith, who's chief executive as well, spilt the beans — £113,000 a year. The rest (the FT included) made clear that the line of questioning was unwelcome.

David Lipsey, deputy editor of The Times, summed it up nicely by telling his ambitious underling: "You're walking into a minefield with nothing

Strange echo

■ Are South African President FW de Klerk's talks off on the African National Congress? Yesterday the ANC declared itself strongly in favour of the principle of affirmative action, but in the best conservative traditions declined to practise it.

The issue was triggered by the ANC's demand that one third of national executive posts be women. After hours of contention, it was agreed that although women support the principle of affirmative action, we don't think the quota system is best," says spokesman.

As it happens, de Klerk recently voiced something strangely similar about affirmative action for black Africans. "I don't think one should ever... relinquish the principle of merit just for the sake of numbers."

Exactly, agrees the ANC — at least for numbers of women.

There are reductions of up to 50% on selected attaché cases and leather goods, and if you have dreamed of owning one of our self-lid-over-body attaché cases, we are offering the wallet of a wallet, worth £75, gratis.

Similarly, we are wishing to purchase a Brigg silk umbrella should act now, as we will be giving away a collapsible model as a companion-piece.

In our ladies' and gentlemen's clothing departments there are substantial discounts on waistcoats reduced from £75 to £50.

We have some beautiful English

reduced from £65 to £30.

And polo shirts are down to just £20.

As American

of ours once observed

"when the going gets tough, the tough go shopping."

Hong Kong will never be quite the same. After nine months of diplomatic brinkmanship which severely shook local business confidence, the UK and China have agreed to go ahead with a HK\$10bn international airport for the colony. But the Sino-British agreement announced yesterday will not in itself assure Hong Kong of a smooth ride between now and the return to Chinese sovereignty in 1997; it will also help Beijing to build up its influence there, and could still be a prelude to further controversy in the next few years.

Increased Chinese influence is the price – along with a promised visit to Beijing of Mr John Major, the British prime minister – that Hong Kong and the UK had to pay to win China's support for a project which in the past 18 months has acquired heavy political and commercial significance.

Announcement that the airport would go ahead had been eagerly awaited by construction companies worldwide. It is set to be one of the largest single infrastructure schemes anywhere in the last few years. But the scheme has also become both a symbol of Hong Kong's future potential as a business centre, and a symptom of the problems the territory faces as it tries to follow its capitalist path alongside China's communist regime.

China promised in 1984 that Hong Kong would have a "high degree of autonomy" for 50 years. The airport has proved that it could be a hollow pledge. China has shown that it will make its power felt even before 1997 whenever it feels that its interests are somehow at risk.

Without China's support, the airport project could not go ahead. International financial institutions would either refuse to become involved or add an unacceptably high margin for political risk into their rates of return.

Protracted further delay would have knocked confidence in Hong Kong, especially abroad. The US business community in particular has started to become impatient in recent months.

Hong Kong started thinking about a new airport in 1984 because the existing facility at Kai Tak was becoming congested. That congestion is now approaching saturation point and the airport is urgently needed to boost tourism and business.

What turned the airport plan into a source of controversy was China's Square Crisis of June 1989, which brought thousands of people on Hong Kong's streets in support of the dissident students. That changed Hong Kong. In the eyes of Peking's hardline leaders, from being an economic asset into a potential centre of political subversion.

It has forced the British and Hong Kong governments to adopt a more confrontational approach to the mainland. They offered a morale-boosting package of measures that included the airport as part of a HK\$12bn development scheme along with allocations of British passports to Hong Kong citizens, and a Bill of Rights for the colony.

The passports plan and the Bill were attacked by China's leaders. They also turned suspicious eyes on the airport, questioning its size and cost.

Then they heard that British companies were lining up for big contracts and became suspicious that the plan was an elaborate scheme with the intention of allowing the UK to cream of Hong Kong's riches.

It was at this point that the crisis began to develop. Led by senior civil servants who saw no need to co-operate with China until just before 1997, the Hong Kong government resisted requests for full consultation right through last year when they banked down when they wanted to attract international investors.

They had been frightened and would not return without a deal from China.

But by then China had warmed to the battle, appeared determined to humiliate Hong Kong's government, which it regarded as unfriendly.

At last it settled on Hong Kong producing two down options for the airport. It also criticised the draft project and imposed Hong Kong's own – now standing at around HK\$73bn – which it will inherit in 1997.

This year, after long negotiations, the Hong Kong government gave a guarantee that its basic fiscal reserves would not be depleted by 1997 that was agreed without Chinese say-so.

The agreement was only to the airport and it is not clear how rapidly it will be applied in other areas.

Sir Alan Wilson, the chairman which is to be set up soon, plus a couple of years' time.

However this was not enough for Beijing. No sooner had the government agreed to the airport than it was announced that the UK would always receive customers for IBM's established computer services such as American Express, which is sceptical about IBM's ability to deliver.

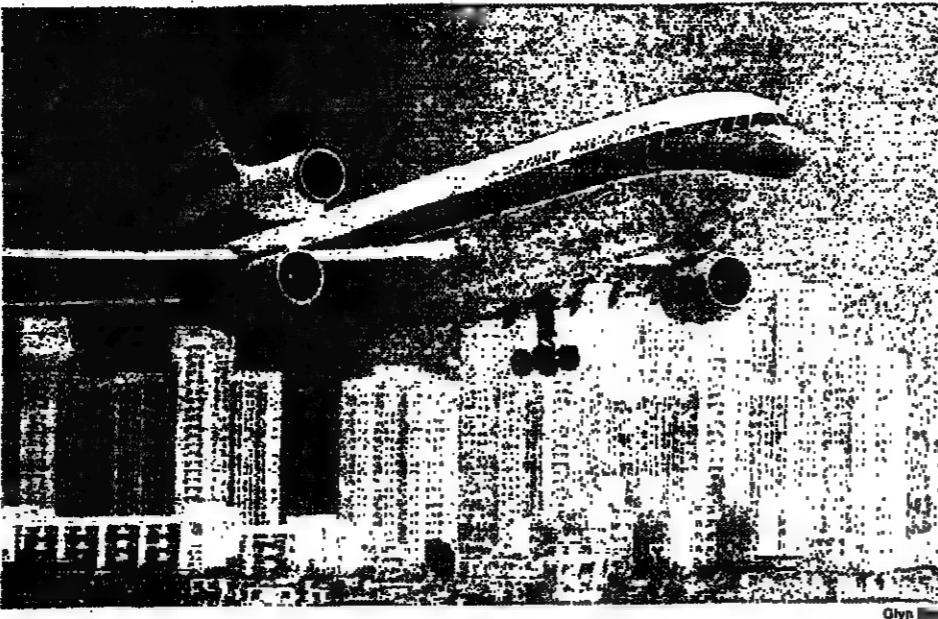
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marketing campaign is still strong, says Mr Tony Williams, senior general manager of the mainframe business. He is confident that it will be a only serious group of Japanese firms are now and will remain the most challenging competitor, says Mr Alan Jackson, director of defence and security.

Mr Williams adds: "While defending against Japanese threat, we must continue to improve its performance record of quality if it is to maintain its position in the rapidly changing market."

John Elliott on the significance of the UK-China agreement to build a new airport in Hong Kong

Clear for take-off – at a price



point congested threatened Hong Kong's business expansion

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LETTERS

Independence in N Sea safety

From Mr A C Barrell

You report ("Monitoring of N Sea safety criticised", July 4) that Roger Lyons, general secretary of MSF, has levelled criticisms at the Health and Safety Executive's ability and independence in its offshore safety regulatory role.

The responsibility for offshore health and safety was transferred from the Department of Energy to HSE last April as recommended by Lord Cullen in his report on the Piper Alpha disaster. The need to establish complete independence of the regulatory authority was one of the prime reasons. On Wednesday I assured the House of Commons Select Committee on Energy that I intend to see that my division's impartiality is upheld whatever pressures may be applied from other interested parties.

Both companies and unions involved in the offshore industry have a valuable role to play in the forthcoming revision of offshore safety legislation. I intend to uphold the recommendations of Lord Cullen report regarding HSE's complete independence in day-to-day safety. Any staff seconded to their technical skill will be required to meet the standards.

We launched a campaign to recruit more inspectors to fulfil this function.

A C Barrell, chief executive, North Sea Safety, Health and Safety Executive, 1 Chepstow Place, London W2

More localised nature of training not creating a problem for big companies

From Mr Robert Jackson MP

Sir, The article by John Garner and Lisa Wood on large companies and Training and Enterprise Councils ("Training flagship sails into stormy waters", July 3) gives a less than full account of the current situation. Let me redress the balance.

There is a strong consensus that the local character of the Techs is one of their great strengths. We need to improve training efforts at the local level to get the high-skill, high-productivity economy we need.

On the other hand, there are many training providers, including large companies, which operate on a national basis. As your story reports, a handful of companies has withdrawn – but not every provider that they will provide training to young people.

Andrew Howell (Letters, July 3) in this issue, suggesting that we were

operating in a vacuum, with no national framework for training. This is not the case. The government sets a very clear national framework for training in the secretary of state for employment's annual guidance on training and enterprise. The current guidance, "The Skills Decade", has been widely welcomed by those working in training, education and enterprise.

To pick one example, a key aspect of the framework is the development of a national system of vocational qualifications.

National Vocational Qualifications

are based on standards of competence and Techs are only funded under youth training for training to these standards.

Robert Jackson, permanent under-secretary of state, Department of Employment, Caxton Street, SW1

Welsh Water reassures strength of its expenditure on services and environmental programme

From Mr David Jeffreys

Sir, The Lex column (June 29) is misleading in suggesting that Welsh Water fell behind on capital spending compared with the industry average last year. Our core business, Dŵr Cymru Welsh Water, achieved a 55 per cent increase in capital expenditure (£160.2m) during the year ended March 31 1991. This is confirmed by the 1990-91 annual return to the director-general of water services, which was certified by independent engineers working

under instructions from the director-general.

In addition, the core business is investing an additional £25m to £30m in sewage treatment improvements in the Menai Straits, Milford Haven and Cardigan Bay; to accelerate drinking water quality improvements; and to launch an initiative to help householders remove lead piping from their properties.

David Jeffreys,

executive director,

Welsh Water,

Plymouth, Devon PL8 8TH

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FINANCIAL TIMES

Friday July 5 1991



Move increases pressure on telecoms industry over allegations of worldwide cartel

EC to investigate telephone charges

By Andrew Hill in Brussels

A FULL-SCALE formal investigation into international telephone charges has been launched by the European Commission, increasing pressure on the industry over allegations of a worldwide telephone cartel.

Commission officials said yesterday that letters requesting further information on "prices, costs and international pricing arrangements" had been sent to the European

Community's 15 telecommunications groups.

The postal and telecommunications administrations (PTTs) could be fined up to 10 per cent of their turnover by the Commission if it uncovers evidence of anti-competitive behaviour.

Officials said they hoped to have found some preliminary views by the end of the year.

The Commission began an informal investigation into international telephone

charges in May 1990, focusing on agreements between the 120 members of the International Conference Committee for Telephone and Telegraph (CCTT). The CCTT is set to meet in Geneva in September to discuss possible reforms to the system.

Sir Leon Brittan, the competition commissioner, said yesterday that the Commission was determined to ensure that consumers and business-users

benefited from "maximum price transparency and full compliance with the competition rules". The formal investigation will look both at international charges to users and collection charges and at "commodities rates", which are set bilaterally between PTTs.

The accounting rate system is designed to compensate a company for the cost of handling an international call made elsewhere. But according

to the Commission, US telephone groups complained during the informal inquiry that the rates were unfairly high and the system was benefiting Community operations, which handle more incoming than outgoing international calls.

US companies alleged the need to compensate EC operators at an artificially high rate was pushing up the cost of making transatlantic calls to Europe.

Fresh fears on Pakistani nuclear ambitions

By Jimmy Burns in London and Karen Fossel in Oslo

BRITISH customs have launched an investigation into the possible illegal export of sensitive computer material with nuclear application to Pakistan.

The investigation, described as "highly sensitive" by a UK customs official, is in response to moves by the Norwegian authorities. It emerged yesterday that police in Norway are holding two unnamed men on charges of illegally exporting sensitive computer equipment and falsifying export documents.

One of the men is employed by Norst Data, the troubled Norwegian mini-computer group, but Norwegian police stressed that the company itself was not involved in the case.

News of the operation is likely to provoke fresh international concern over the nuclear ambitions of Pakistan, one of the few key countries not to have signed the nuclear non-proliferation treaty (NPT).

The US suspended military and economic aid last October on suspicion that Islamabad was producing nuclear-grade material at secret installations. The move was based on intelligence that at a plant in Kalutia, 25 miles from Islamabad, Pakistan was in the process of enriching uranium to the quality required for nuclear weapons.

UK customs would not confirm a report that a shipment of the computers was stopped at the weekend. Mr Peter Watson, a director for Norst Data in the UK, said last night that no equipment that had originated in Britain had been intercepted by customs.

The minicomputers thought to have been sold through third parties to Pakistan are standard and sold widely in Europe. But they could have contained sensitive software.

Norst Data counts among its clients a number of high technology research organisations in the nuclear industry.

It is thought that the two arrested men may have previously sold up to six Norst Data NOR 5400 ND computers to Pakistan and to a London-based company whose name has not been disclosed.

In 1986, Norway was held embroiled in a number of cases in which exports were in violation of the NPT or of CoCom regulations governing ships to the East bloc.

In 1987 Norwegian Vassfart, the now dismantled state arms maker collaborated with Japan's Toshiba to sell advanced electronic equipment to Leninograd shipyards enabling them to produce silent submarine propellers which cannot be detected by Western radar.

Norway has since tightened penalties for illegal exports and the maximum fine is now a five year jail sentence and/or fine.

In another case Norway was forced to ban the sale of heavy water, which can be used to produce nuclear weapons, after a 1988 criminal investigation revealed the disappearance of 15 tonnes of the substance.

It was alleged that the heavy water made its way to Bombay rather than its intended destination of Frankfurt, and that this shipment may have enabled India to develop nuclear capability in violation of the NPT, which prohibits signatories from providing heavy water except under international inspection.

Another probe involved the shipment of 20m tonnes of heavy water to Israel's top-secret Dimona reactor.

THE TEN COLUMN

Bad reception for mobile phones

Consider the following two companies. The first increased its earnings in the six months to March by 31 per cent and its dividend by 57 per cent. Its weaker competitor yesterday produced a 45 per cent fall in earnings for the same period and held its dividend. The shares of the first sell on 21 times earnings and a 2 per cent yield; those of the second, on 27.5 times earnings and a yield of 0.6 per cent.

The market in question being UK mobile phones, a degree of confusion is understandable. Despite the hugely rapid growth of the recent past, the market is by no means recession-proof. In April, the total number of customers actually fell. Nor is it clear that growth will resume at the old rate when the economy recovers. It is an open question whether the rating for Racal Telecom, the first and stronger of the two, is justified. It seems rather clearer that the second, Securicor - which derives the bulk of its earnings from its 40 per cent holding in the competing Celnet system - is rated too high.

The whole saga is a lesson to the market on the dangers of unscrupulous long-termism. From a standing start in 1988, Celnet's profits doubled every six months until the second half of last year, when they suddenly levelled out. In this year's first half, they dropped by nearly 40 per cent. Two years ago Securicor's market value was £750m. After the 12 per cent fall in the share yesterday it was £350m.

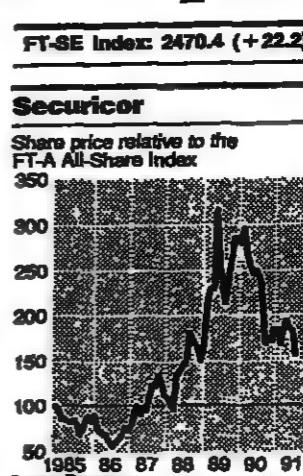
Even if the mobile phones market were to regain its old sparkle, Celnet is still lagging Racal in its development, despite last year's heroic £200m-plus of capital expenditure. There is also the risk that resumed market growth would draw in new forms of competition. The remaining fans of Securicor argue that BT, Securicor's senior partner in Celnet, will buy it out on lucrative terms. On yesterday's evidence, BT can hide its time.

Irish Life

There may or may not be questions in the Irish parliament.

Whichever way you look at it, Ireland's biggest privatisation looks generously priced.

At 54 per cent the prospective yield on Irish Life is almost double the Dublin average and higher than equivalent UK life businesses like Lloyds Abbey Life and the Pru. Based on the company's own conservative calculations of embedded value - and throwing in a little something for the appraisal



the three main worries which have beset the market have all but evaporated.

However, yesterday's modest 1.4 per cent gain in the Hang Seng index suggests investors are not that easily satisfied. Hong Kong is inevitably touched by international nervousness as the Nikkei index pushes down towards the 23,000 level. The commercial property market is increasingly oversupplied and, though the airport project should boost local economic growth, the details of the Beijing agreement suggest it will face tight financial constraints. Besides, the buoyancy of the futures market in recent days suggests the deal was discounted. At yesterday's close of 3,850.71 the Hang Seng is only 66 points short of its May peak, just before airport panic hit the market. It may have trouble going decisively higher for a while yet.

Lucas

Sadly, Lucas has not been able to compensate for the steep downturn in the UK automotive sector with increased earnings elsewhere. Its aerospace division has been held back by a weak spares market following the Gulf war while earnings from industrial products have been hit by the US recession. The result is that this year's pre-tax profits look like falling to half last year's £215m.

Since most of the drop will come from the home market, where the company is now unlikely to make much money at all, it will have to write off ACT and faces an increased tax charge. Even so, net earnings should be sufficient to cover a maintained dividend, though this will mean a break with the traditional cover of around 2.75 times. Yesterday's statement hints that the board will go this route, if only as a statement of faith in the future.

Despite the catastrophic fall in first half new UK car registrations, Lucas's problem has been as much one of margins as volume. These should recover as payroll costs are cut by redundancies, and presumably pre-tax profits will not be hit by another large exceptional charge for rationalisation next year. But car manufacturers, who are sitting on surplus stock, can also be expected to try and pass their own price reductions on to suppliers. Lucas's recovery is likely to be slow at best. Yesterday's 5p fall to 128p still leaves the shares looking dear.

M&A

Competitive Salary Banking Benefits

JULY 1 1991

RECRUITMENT

JOBS: No simple way to improve services of organisations insulated from market forces

"AHA - procrastination pays off again", the Jobs column said to itself while scanning the headlines the other morning. The particular one concerned British Prime Minister John Major's plan for a Citizen's Charter to improve the services of public organisations such as British Rail.

Ever since he first mooted it in March I have been meaning to send him a missive stating simply: *Jeremiah 13:23*: I am sure that, like readers, he would have instantly recalled the biblical passage cited. It is "the verse in which the Old Testament prophet questions the realism of expecting leopards to change their spots and so forth.

But by putting off sending same, I've avoided fruitless labour. For the headline-mentioned appeared above a piece of "speculation" - the governmental term for reports both unauthorised and irrefutable. Its hub was that Mr Major's drive to give citizens rights to acceptable services from market-insulated organisations, has been hobbled. The hobbles were reportedly fellow ministers, who were prompted in turn by civil servants' analyses showing the scheme impractical.

If so, it may be of significance that the civil servants who did the analysing are themselves on the

payrolls of organisations insulated from market forces.

Even if that is significant, however, I'm not so cynical as to accept that the self-interest of employees of such bodies forever forbids improvements in their services. And the mainstay of my faith is that they can be improved is that - to judge by letters from readers who work for outfits cushioned against competition, yes even until British Rail - a lot of people within them would dearly like to do better by the poor consuming public.

Bedecked

The problem, in short, is not a lack of good intentions. It is just that the organisation somehow betrays them.

Which brings us back to the prophet's warning, because that is all it was. Although Jeremiah was scarcely a cock-eyed optimist, his words were not a ruling that the changing of leopard's spots and whatnot is absolutely impossible; only a caution that it isn't a doddle. Certainly, the trick is unlikely to

be done by ~~anyone~~ on high that the ~~marks~~ would be replaced by pinstripes, and laying down ~~any~~ accordingly. Whatever changes ~~would~~ probably ~~intended~~ intended: the leopard might well mutate into a camel.

Anyone who disagrees might care to consult a ~~book~~ by Swedish management researcher Nils Brunsson who has studied ~~many~~ ways organisational changes, productive and otherwise, occur.

One prime point he makes is that ~~some~~ executives, perhaps influenced by ~~modern~~ business school teaching, often suppose that deciding - in the sense of choosing what should be done - is the be all and end all of their job. "However," he adds, "the organisation's main problem is not choosing; it is taking organised action."

Moreover, whether anything useful actually gets done depends less on the cogitations of high command than on the complicated social organism beneath, whose workings are strange indeed. For

* *The Irrational Organisation*. John Wiley, £17.95.

Why 'citizens' charters' won't work

example, which of the following two organisations, A and B, would readers expect to be the better at transforming itself productively?

A is permissive. Employees are encouraged to put forward any ~~they have~~ profit changes, and assured they will be considered by their seniors.

B is ~~more~~ restrictive. Employees are discouraged from suggesting changes unless they fall within a narrow and precise definition of its business.

After studying both closely, Professor Brunsson found that B achieved the more successful new developments. The explanation, he thinks lies in the pair's respective organisational "ideologies" - defined as the ideas shared by all employees, so forming a common basis for work-related discussion and action - which are bound up with staff's expectations, individual motivation and, above all, collective commitment.

In his terms, A's ideology is *inconsistent* and *inconclusive*. Since there are no preconceptions about what constitutes a good idea, before any proposal is accepted or dropped

it is subjected to detailed, rational analysis of its pros and cons. That process inevitably casts doubt on the success that can be expected from the proposal, so weakening motivation and commitment.

B, pervaded by the belief that it thoroughly knows the complicated ins and outs of its business, has a *consistent* and *conclusive* ideology. Its clear and narrow definition of what is a useful idea reduces the need for doubt-sowing cerebral analysis. The emphasis falls instead on testing if the idea will work in practice and, if the prospects look good, the effect is to generate motivation and commitment.

Complexity

But the professor says that B's ideology is marked by a further trait: it is also *complex*, in that it doesn't simply prescribe that some things are good and others bad by their very nature. Its practical orientation makes it recognise that circumstances alter cases, leaving room for argument as to why a proposed action is or is not worthwhile at any particular time.

more intricate, change can begin. Unfortunately, such adding of complexity would not be sufficient to enable Prime Minister Major and his like to transform the behaviour of the civil service.

The reason is that in order to be changeable, organisations have to have weak ideologies, whereas those of civil service departments are apt to be strong. Indeed they are typically far more consistent, conclusive and complex than the ideologies of the political groups supposedly in charge who, despite belonging to the same party, tend to share only vague ideas about what specifically should be done.

So according to the professor, the notional model of government - in which the elected political subunit decides the policies and the administrative subunit puts them into force - is distinctly suspect.

"It is easier for the administrative subunits to control the politicians than the other way round," he says. "Even if the political unit perceives the need for change, or changes its ideologies, or achieves majority shifts, there is a good chance that this will not result in new organisational actions."

Or, to put it more succinctly: "Yes, Minister".

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Contact: Kate Griffiths

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Contact: Ann Semple

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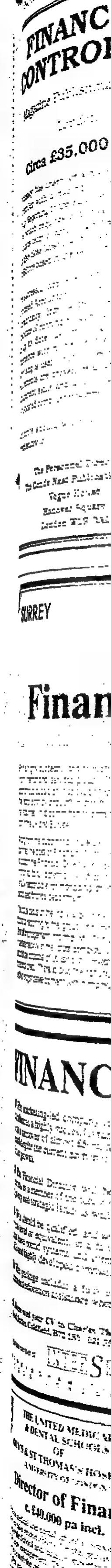
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The Financial Director will be very much involved in running the business as a member of the senior management team, contributing strongly to policy and strategic issues as well as managing a substantial department.

You should be qualified, and will already have made a similar input at board level or equivalent in a fast moving manufacturing business. You must have sound systems and computing knowledge, strong management skills and highly developed commercial acumen.

The package includes a fully expensed quality car, success related bonus and relocation assistance where appropriate.

Please send your CV to Charles Thakeer, ref 4176, Warren Court, 60 Victoria Road, Sutton Coldfield, B72 1SY (021 355 8868)

A founder member of **INTERSEARCH**
BIRMINGHAM · CHESTER · GLASGOW
LEEDS · LONDON · MANCHESTER

Midlands
c£45,000
plus bonus
and car

**THEAKER
MONRO
NEWMAN**
RECRUITMENT & PERSONNEL
CONSULTANTS

Major Consumer Foods Group STRATEGIC AND OPERATIONAL PLANNING

This market leader, with a turnover in excess of £1 billion, is now vigorously pursuing a major programme to radically change its business culture and operations.

To achieve the above, it is essential to have a 'state of the art' strategic planning and systems development and IT architecture, intensifying its product development in line with changing customer needs.

An essential part of achieving this forward thinking is to have a strong operational base.

This role will involve the development of a long-term planning process which will include

acquisition evaluation, strategic planning working with Operational Managers, Teams and Board Members to achieve

'demanding targets'. Operationally you will be a central focal

point, co-ordinating the planning process

around the Company. At a more strategic level you will be alerting Directors at an early stage to issues likely to have an impact on the Company's performance. Periodically you will brief the Board for the Financial Director.

As a Chartered Accountant in your 30s, with strong analytical background, you must clearly demonstrate:

• a history of real achievement within the food manufacturing industry of a large, successful Blue Chip corporation

• previous management experience, ideally

• excellent interpersonal skills and a credible

• ability to make things happen

• flair and the ability to generate imaginative workable ideas.

If you feel that you could both undertake this exciting challenge and progress to a Finance Director or General Management role in the medium-term, you should write to Karen Wilson BA, ACMA, FMS, 14 Cork Street, London W1X 1PF enclosing a recent CV and a note of current salary.

Surrey

FMS

Business Management Services

and Strategic Planning

THE UNITED MEDICAL & DENTAL SCHOOLS OF GUY'S & ST THOMAS'S HOSPITALS (UNIVERSITY OF LONDON)

Director of Finance

c. £40,000 pa incl.

This major dental school is seeking a Director of Finance to take responsibility for the provision of financial services to the School and, equally importantly, to play a front line role in its management. This demanding post calling someone to drive initiative to get things done in a complex environment. Applicants must be qualified accountants and able to demonstrate well-developed management skills.

The School employs some 1450 clinical and non-clinical staff and has an turnover of c £50m.

Further details on the post are available from the Personnel Officer, UMDS Personnel Department, Medical School Office, St Thomas's Campus, Lambeth Road, London SE1 7EH tel: 071-922 (24 answerphone), quoting ref G/CA/741. Closing date: Friday July 1991.

FINANCIAL CONTROLLER London

We are a UK based international trading group occupying a unique position in our industry, with subsidiary companies in Europe, North America, Australia and the Far East. Our annual turnover is approximately £100 million.

Our main operating company currently needs to recruit an experienced qualified accountant to be based at our head office in London. You should be a self-starter, have had several years practical experience of financial control in multi-currency operation, be a good and effective manager, and be prepared to adopt a "sleeves rolled up" approach to work. You should ideally have had exposure to a trading environment and be familiar with the financing techniques used therein.

You should also have had experience in implementing and upgrading computer systems.

You will, in due course, be expected to assist and deputies for the Group Finance Director and play an increasingly active role in the overall management of the Group. Some degree of overseas travel will be involved.

The position carries a remuneration package in the region of £35,000. Age is not necessarily a limiting factor, but we feel that it is unlikely that anyone less than 35 years of age will have the required depth of experience for this role.

Please send a comprehensive CV, together with details of current salary, to:

Box A406 Financial Times,
One Southwark Bridge,
London SE1 9HL

Richard Ellis

FINANCE

in Public Sector Property Consultancy

London Package to £35,000 + car

We are a leading firm of International Property Consultants with 33 offices in 18 countries throughout the World. Included in our client base are some of the most prestigious national and multinational organisations and public sector bodies.

We have now set up a specialist team to concentrate on providing property strategic planning and consultancy advice to public sector occupiers. The volume of work is expanding rapidly and we are currently working in the UK on instructions in central government departments, public authorities and local government.

Our growth plans have always included adding financial expertise to the team. To accelerate our current success we now wish to recruit a qualified Accountant, in their late 20s, who has also had exposure to property and the public sector, ideally in a consultancy environment. You will be expected to take the lead with clients in the financial aspects of instructions and also developing new business. Career prospects, in a progressive and forward thinking environment, are excellent.

Please apply with a full, concise CV to:

Jeff Booth,

Richard Ellis, International Property Consultants,
55 Old Broad Street, London EC2M 1LP.

Financial Controller

£35,000 + Car

This client, part of a major British plc, is an £11 million industrial services business which has grown organically and by acquisition in the UK and Europe.

They now intend to appoint a Financial Controller to report to the Finance Director with an initial brief to work alongside the UK business managers to improve their financial management further - particularly the return they achieve on assets; to help the bedding down of new reporting systems; to sharpen up the quality of reported information and to supervise the regional accounting staffs. During 1992 the responsibilities will be extended to Europe.

Applicants should be graduate chartered accountants with about 5 years post qualification experience, at least half of which should have been gained in the industry in a senior financial analytical management accounting capacity. Good interpersonal skills are very important together with the energy, drive and ambition to take the initial role quickly in order to progress. There will be some business travel with an emphasis on Inner London and the South West arc of the M25.

Please apply in confidence quoting Ref L482 to:

Brian H Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 071-240 [REDACTED]

Mason & Nurse Selection Search

G Faster Stripes



Starting salaries to £29,000+
Prospects to £46,000 and beyond

Even if you're good enough to join the Accountancy Fast Stream, we'll still expect you to earn your stripes. But if you have the ability, commitment and ambition to fulfil your true potential, you'll find opportunities to go beyond the confines of your accountancy training and get to grips with projects that offer real intellectual challenge.

Our fast-stream programme is exactly what it says, a 'fast-stream' carrying people with talent and drive on an accelerated career development path to senior levels of management.

We're currently going through a time of substantial change which involves developing and implementing strategies geared to achieving greater financial accountability and quality of service. So, wherever area you choose to work in, whether it's in planning financial strategy, developing initiatives, implementing change or advising ministers, you'll start at management level and enjoy immediate responsibility for matters of national importance.

As a qualified accountant, with two or more years' experience in practice or as a high level financial manager in industry, you'll be looking for a real challenge. A challenge that entails driving the business forward, managing policy changes and achieving long term objectives.

And that's exactly what you'll find with us.

Your Grade 7 salary in central London will be in the range £24,641 - £34,301 including performance related increments. Most posts are in a variety of government departments in London but there may be opportunities elsewhere, including Edinburgh.

For further details and an application form (to be returned by 31 July 1991), write to Recruitment & Assessment Services, Alerton Link, Basildon, Essex RG21 1JB, or telephone Basildon (026) 2222222 (answering machine operates outside office hours).

Please quote ref A/F9/1070.

Serving Civil Servants can apply for these posts.

The Civil Service is an equal opportunity employer.

RAS
Recruitment & Assessment Services

FAST STREAM ACCOUNTANTS

Finance Director

Midlands,
To £50,000

Part of a major multi-national group this well established organisation is one of the UK's leading specialist distribution companies. They operate a wide range of service options and their business plans reflect a high level of growth and development including continued expansion in Europe. Due to the continued growth of the business they now seek to recruit a finance professional of the highest calibre to join the Executive Group. Reporting to the Managing Director the key responsibilities will be to ensure tight financial control and management, monitoring and reviewing of the Managing Director on all financial performance, plans and strategies as a senior member of the executive board. Ideally aged 35-45 you will be qualified with experience of a financial controller level or above within a large organisation preferably with multi-site. It is essential that you have well developed communication skills and are commercially aware. The very attractive package includes a car and other benefits usually associated with a large group. Relocation will be given where appropriate.

Male or female candidates should submit in confidence a comprehensive c.v. to telephone for a Personal History Form to G.J. Deakin, Hoggett Bowers plc, Frederick Road, Edgbaston, BIRMINGHAM, B15 1JD, 021-455 7575, Fax: 021-454 2338, quoting Ref B18240/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, EDINBURGH, LEEDS, LONDON, MANCHESTER, NEWCASTLE, WINDSOR and EUROPE

FINANCE DIRECTOR

East Midlands

Fast expansion by acquisition and organic growth is the keynote for this major division of a large household name and UK based PLC. From headquarters in the East Midlands the divisional executive team has been tasked with the worldwide development of a business supplying consumer goods. The nature of the role will ensure excellent wide ranging experience in a Group committed to quality.

The divisional Finance Director will play a pivotal role in reviewing, communicating, and advising on performance throughout the division. This involves ensuring that a well developed control and reporting infrastructure is in place in all profit centres. As a member of the divisional executive team, the appointee will evaluate new and existing business opportunities both in the UK and overseas and provide advice on the financial implications of available options.

The candidate sought must be able to apply their

C. £45,000 + high bonus + car

financial skills to the commercial advantage of the business. This will require first class interpersonal skills combined with a proactive approach to both problem solving and the review and presentation of financial information. Aged late 20s to mid 30s, they will be qualified accountants with ambition, drive and a willingness to travel.

As the division grows, there is the prospect of both working overseas and moving into general management. Being a performance oriented business moreover, remuneration includes high bonus potential.

Please reply in confidence, giving concise career, personal and salary details to Michael Rahey quoting Ref L565.

Egor Executive Selection
58 St James's Street
London SW1A 1LD

EGOR
EXECUTIVE SELECTION

United Kingdom • Belgium • Denmark • France • Germany • Italy • Netherlands • Portugal • Spain • Sweden

Finance and Administration Manager

Providing high calibre offshore and onshore services to the oil industry has recently enabled our client to win a number of substantial contracts worldwide. To administer strong financial controls within an expanding business they wish to appoint a Finance and Administration Manager for their office in Lagos. Responsible for a staff of 9, this is a varied role providing operational and financial support for our growing companies.

Working on a rotational basis with one other, you will enjoy:

- 6 weeks on duty in Lagos and 4 weeks off in your home country
- autonomy for local office management and systems development
- opportunities for European career development within 18-24 months

This appointment will best suit a qualified professional with previous experience of working in an expatriate environment, preferably in a third world country, who can demonstrate strong accounting and administrative skills complemented by a firm but diplomatic management style. Remuneration includes an attractive tax free salary, and full comprehensive package covering accommodation, living and transportation costs plus the provision of a chauffeur-driven

NIGERIA

£230,000 Tax Free

Plus Fully Comprehensive Expatriate Package

Interested candidates should write in confidence or fax their CV immediately to:
Fiona Davidson, Nicholson International (recruitment consultants), Imperial Buildings, 48/56 Kingsway WC2B 5DX quoting reference 9249, or call directly on 071 404 5501 for an initial discussion. Fax: 071-404 8128.

NICHOLSON INTERNATIONAL

Financial Controller

Well Country £30K plus

The company, a major subsidiary of a highly successful British engineering plc, is based in a very rural part of the countryside easily accessible to London. It has a profitable turnover approaching £30m, designing and manufacturing sophisticated components for a range of industries both in the UK and overseas. The management team is young, very professional and enthusiastic. The person appointed will report to the Financial Director and will be responsible for the day to day running of the financial function within the company.

Candidates, aged 28-35, must have a CLIMA qualification and already be holding a senior post within a manufacturing company, preferably in a sophisticated, small batch engineering. It is essential that they are computer literate and have a good knowledge of P.C. usage.

A salary will be negotiated to attract the right person but will not be less than £30,000. A fully expensed car is provided and the benefits package includes a good pension scheme, private health insurance etc. Relocation will be where necessary.

Please write in confidence with full career details to A.D. Percival.

Ravenscroft & Partners

20 Albert Square, Manchester M2 5PE

FLEMINGS INTERNAL AUDITOR

Robert Fleming is a major UK based investment bank with significant activities in the Far East, Continental Europe and the USA. It is also one of the largest investment management groups in the UK.

Promotion has resulted in an opportunity for a new member to join the group internal audit team at Robert Fleming. Reporting to the Group Internal Auditor in a fast changing environment, the role will demand your highest abilities in analysing problems, making clear judgements and offering practical, constructive solutions; and can involve travel to the USA and Europe.

The successful candidate will need to be a qualified Chartered Accountant with an excellent academic record including first time passes and have at least 18 months post-qualified experience. Ideally you will have trained with a large firm of international Accountants and be computer literate. Banking or securities industry audit experience would be a distinct advantage. You should be self-motivated and self assured, aged mid twenties, have sound inter-personal communication skills and a second language would be beneficial.

A competitive salary, together with a first-class banking benefits package is offered. Prospects for career development within the company are excellent.

Applicants should write enclosing their C.V. and details of current remuneration to:

Marianne Montgomery,
Personnel Officer,
ROBERT FLEMING CO. LIMITED,
25 Copthall Avenue, London EC2R 7DR.

Manager Management Accounts

£30,000 + c£34,000 + mortgage, bonuses + car

Centre-file Limited is a wholly owned subsidiary of the National Westminster Bank Group with annual turnover in the region of £100 million. Our reputation as a leading computer services company is based on the high quality service we provide to a client base of over 10,000 companies. This vital position, reporting to the Financial Director, has been created in order to meet future management and organisational requirements of the organisation as met. But it is much more than just a financial role. The successful candidate will be required to bring strong management skills which will be needed to appreciate the complex business issues involved. Additionally there will be a very broad scope to improve the department in every possible

The ideal person will be a qualified accountant who has:

- excellent management skills, capable of handling and developing a team of 10
- a broad business background which must include a management accounting qualification with experience of costing techniques
- first-class inter-personal skills together with the negotiation techniques necessary for dealing with senior management
- determination to achieve the objectives of the department
- send your cv, in confidence, with an indication of remuneration to L.J. Field, Personnel Consultant, Centre-file Limited, 75 Leman Street, London E1 8EX. Closing date for applications is July 19th 1991. Centre-file is an equal opportunities employer.

Centre-file

THE COMPLETE COMPUTER SERVICE
A member of the National Westminster Bank Group

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£40,000 +

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£35k + Car + Ben

Peat Mar

Management

Consultant

Financial

Analyst

£41,000

Group Financial Analyst

c£40,000 + Car

This Group is a substantial UK plc, global in scope and outlook, with a strong balance sheet and good quality profits derived from several well focused and vigorously expanding international service sector divisions. The Group is dynamically managed and is undergoing significant change.

The Group Financial Analyst is a member of a small, high calibre headquarters team, will have specific responsibility for operating alongside top Divisional Management on strategic issues, monitoring major capital investment proposals (acquisitions and large scale business developments) and ongoing projects from inception through completion to post-project appraisal. There is also a high profile requirement to provide briefing packs for the Executive, and the Group Finance Director plus a variety of key ad hoc assignments.

Applicants must be outstanding graduate Chartered Accountants, with a successful record in a Big 4 firm in audit and/or corporate services. Understanding advanced concepts of investment analysis and corporate financial management and the ability to convey them in practical form in operating management is essential. Regular PC experience together with a disciplined report writing style and good presentation skills are all key requirements. Prospects are very good for an ambitious self starter with flair for delivering solutions. Location - Central London. Age guide c30.

Please apply in confidence quoting ref. 564.

Brian Hanson
Mason & Nurse Associates
1 Lancaster Place, London
WC2B 7EB
Tel: 071-240 2515

Mason & Nurse
Selection ■ Search

FootworkUK Ltd

Financial Controller

c£30,000-£55,000 + Car

Our client, the UK subsidiary of Footwork International Corporation, is looking for a capable individual to the position of Financial Controller for a small London office.

Reporting to the UK President, the position will have responsibility for the timely production of financial management accounts together with the improvement of management information systems. Specifically this will involve liaison on a European level necessitating occasional travel, the transference of all manual accounting records to a computer based system and the provision of consolidated accounts and management information to the company in Japan.

Footwork International Corporation has built up a rapidly emerging global profile with some 54 business

operations worldwide. The UK is now seeking a developing role for European operations which will grow both organically and by acquisition.

Candidates for this position should be qualified accountants, aged 30-45 with first hand experience of a developing small/medium operation together with the implementation of computerised accounting systems. Knowledge of German would prove beneficial.

Please write enclosing a detailed curriculum vitae with salary details and quoting reference JC341 to Ernst & Young Corporate 21 Conduit Street, London W1R 8TB.

ERNST & YOUNG

Sector Leader

PLANNING & CONTROL

Central London

c£40,000 + car

GROUP FINANCIAL CONTROLLER

c.£55k + Car + Benefits

Glasgow

Our client is a major construction group based in Glasgow which is a Group Financial Controller.

The ideal candidate will be a chartered accountant who has held a similar position in a plc group environment. Key responsibilities will include subsidiary company performance reviews and preparation of financial reports for the Group Finance Director.

Candidates should have excellent interpersonal skills as the postholder will work with senior management at group level and in the subsidiary companies on a regular basis. The post will include a significant amount of travel within the UK and occasionally overseas. IT experience is essential.

This is an excellent opportunity to join a well established, successful and growing company. If you believe you have the skills and experience to cope with the demands of this post, write in confidence with career and salary details to Connie Allardice quoting ref. CA101.

KPMG

Peat Marwick McLintock
Management Consultants
■ Blythswood Square, Glasgow G2 4QS.

FORENSIC ACCOUNTANT

LITIGATION SUPPORT

c.£30K + Benefits + City + International Travel

This is an exceptional opportunity for an ACA to join an international accounting organisation as a forensic accountant.

Specialising in the field of investigative accounting and litigation support you will be based in the City and would enjoy worldwide travel. The assignments are varied and interesting enabling you to develop your analytical, professional and communication skills.

Initially working on joint assignments you will quickly be given every opportunity to develop your knowledge and will ultimately be involved in the development of future work for the international practice.

Above average with initiative and who are C.V. to:

Tony Levitt
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London EC2M 4SQ
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(in the international edition only)



Finance Manager

South Manchester

£30,000 + Car

Our client is a newly formed International industrial conglomerate which has embarked on an exciting programme of development and growth that will be achieved through revitalising existing operations and by acquisition. The Group's most recent acquisition, a £60m turnover manufacturing company, is internationally recognised as a brand leader within its field and supplies a variety of industrial applications and industries.

To strengthen and significantly upgrade financial controls of a newly acquired company a Finance Manager is now sought who will report to the Finance Director. The role will concentrate on bringing a 'shirt sleeve approach' to improving the management accounting, computerisation and costing systems as well as providing information to support commercial decision making.

Candidates, indicator 30-35, should be qualified with an industrial background, have sound PC skills ideally within a management accounting environment and have good man management abilities. A practical and positive outlook is essential as the potential to progress within this lively strong Group is excellent.

Telephone or write enclosing full curriculum quoting ref. 564.

Cartwright Hopkins
FINANCIAL SELECTION AND SEARCH

TREASURY MANAGER DEALING PACKAGE c£40,000

Guinness PLC is one of Britain's ten largest companies and in terms of profitability, second only to Coca Cola amongst the world's beverage groups. With almost 24,000 employees, a turnover in excess of £3 billion and an impressive record of profit growth, the Group's earnings are spread evenly between North America, Europe, the UK, Asia Pacific and the Rest of the World.

With brand names like Johnnie Walker, the world's best selling Scotch, and Gordon's, the world's favourite Gin, the Guinness group has an enviable portfolio of prestigious brand names sold in over 200 countries. And of course Guinness is unquestionably the world's most celebrated stout, brewed in 36 countries and sold in over 120.

In order to support our worldwide business operations, Guinness has a well established centralised Treasury function which manages the foreign exchange and central funding for the Group's companies. We now need to expand and strengthen our dealing team by recruiting an additional Treasury Dealing Manager.

Based in Central London, you will be reporting to the Assistant Treasury Operations and will be responsible for managing the day to day funding operations in a range of foreign currencies. Utilising the company's borrowing facilities and managing and developing the company's commercial paper programmes, you will also be maximising the returns from the investment of surplus cash.

In addition, you will be able to contribute towards continuing development of the department's reporting and procedural systems, with the opportunity to become involved in a wide range of the department's work. You will also be encouraged to develop your interests and initiative to the advantage of the department.

The successful applicant will be a proven Treasury professional, aged around 30 with substantial dealing experience probably gained in a corporate treasury or banking environment. You should also have or be working towards the A.C.T. (Dip) qualification. The personal qualities required are leadership skills, sound commercial judgement and the ability to think around a problem whilst working under pressure. A high degree of computer literacy is essential; fluency in French would be a distinct advantage.

This is an excellent opportunity for an ambitious Treasury professional who wishes to further develop their treasury expertise. The benefits package includes a highly competitive salary, a company car and BUPA. Relocation assistance would also be offered where appropriate.

To apply, please write enclosing a full curriculum vitae, to Robert Bowles, Personnel Officer, Guinness PLC, 39 Fortnum Square, London, W1N 9MB.

GUINNESS PLC

FINANCE DIRECTOR (DESIGNATE)

Sussex

To £40,000 + car, bonus, options

Director (Designate) will contribute to the strategic development of the business.

Candidates will be practical and energetic qualified accountants, able to work at both operational and strategic level. Preferably in your 30's, you will have commercial experience of managing finance in a fast moving environment combined with excellent motivational and interpersonal skills.

The position offers an outstanding opportunity in a challenging and stimulating environment. If you meet the demanding criteria please send a detailed CV, including current salary, to: Chris Rose, Touche Ross Executive Selection, Carlton House, Carlton Place, Southampton, SO1 2DZ. Tel: 0703 334124, quoting reference CRR106.

Touche Ross
MANAGEMENT CONSULTANTS

STOCKBROKING

£40,000

Head of Finance

preferably within a Member Firm of the London Stock Exchange.

Please send full personal and career details, including daytime telephone number and current remuneration level, in confidence to Edward Simpson, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, quoting reference ESB40 on both envelope and letter.

Coopers & Lybrand Deloitte

Executive
Resourcing

Finance Director

Consumer Products

c. £60,000 + Benefits

First class position for a talented finance professional to play a major role in the development of a fast growing consumer products business with a top ranking British plc.

THE COMPANY

- ◆ Leader in its field. Highly regarded business. Turnover £100 million.
- ◆ Requires strong financial direction to maximise future business performance and profitability.

THE POSITION

- ◆ Responsible MD for financial strategy, controllership, treasury management and information technology.
- ◆ Key role in improving operating performance.
- ◆ Design and implement effective financial policies, budgeting, planning and reporting.
- ◆ Full participation in overall business strategy.

South East

QUALIFICATIONS

- ◆ Graduate Chartered Management Accountant, aged 38-45, with successful track record of financial management in an international business.
- ◆ Highly motivated self-starter with strong leadership qualities.
- ◆ Broad management information systems experience.

THE REWARDS

- ◆ Attractive basic salary and highly geared performance related bonus scheme.
- ◆ Significant career opportunities within the Group.

Please reply in writing, enclosing full cv,
Reference K2650
54 Jermyn Street, London, SW1Y 6LX
071-493 6392



FINANCIAL RECRUITMENT

LONDON

SLOUGH • BIRMINGHAM • MANCHESTER • BRISTOL • GLASGOW • ABERDEEN

Corporate Finance Executive

Major Multinational Plc

c. £45,000 + Benefits

London

An outstanding young finance professional is needed to work with the Group Finance Director at the heart of this leading international group. An unusual opportunity to tackle a broad range of responsibilities including analysis, forecasting and funding.

THE COMPANY

- ◆ Top British based plc. Turnover approaching £1 billion.
- ◆ Well managed, profitable businesses in primary, manufacturing and service industries worldwide.
- ◆ Devolved corporate style with central strategic direction and tight financial controls.

THE POSITION

- ◆ Key role in corporate centre. Report to Group Finance Director.
- ◆ Widely varied projects including business performance review, investment appraisal, acquisitions and divestments, funding and investor relations.

- ◆ An excellent springboard even senior positions in the Group.

QUALIFICATIONS

- ◆ Graduate and/or MBA, preferably aged 28-35.
- ◆ Exceptional numeracy, literacy, analytical and modelling skills. Drive, self confidence and tact.
- ◆ Relevant financial experience with a major business.

Please reply in writing, enclosing full cv,
Reference K2651
NBS, Bennetts Court, 6 Bennetts Hill,
Birmingham, B2 5ST
021-233 4636
(Interviews in London)



FINANCIAL RECRUITMENT

LONDON

SLOUGH • BIRMINGHAM • MANCHESTER • BRISTOL • GLASGOW • ABERDEEN

NHS Estates

Resource Director

c. £35,000 + Comprehensive Relocation Package

Leeds/London

NHS Estates is a "Next Steps" Agency of the Department of Health whose business is to act as property advisers and consultants to the healthcare industry. With a team of 130, including 80 architects, engineers and surveyors, and a turnover approaching £10m, the Agency now seeks an outstanding finance professional to play a key role in its transition to a commercially driven business.

THE POSITION

- ◆ Full responsibility for all financial matters including funding, accountancy, costing, pricing, liaison with the Department of Health.
- ◆ Member of small, senior management team. Originate and implement corporate and business plan. Manage relocation of agency to Leeds by September 1992.
- ◆ Manage, through direct reports, personnel, administration and IT functions. Report to Chief Executive.

- ◆ Non-commercial background with senior financial control, systems and management experience.
- ◆ Confident administrator with excellent management skills.
- ◆ First class communicator. Ability to build a team and influence and motivate a multi-functional department.

Please reply in writing, enclosing full cv,
Reference K2652
54 Jermyn Street, London, SW1Y 6LX
071-493 6392



PUBLIC SECTOR FINANCE

LONDON

SLOUGH • BIRMINGHAM • MANCHESTER • BRISTOL • GLASGOW • ABERDEEN

CORPORATE TAX SPECIALISTS

CIRCA £45,000 + CAR - LONDON

Are you interested in helping to build a world class international tax function which encourages individual initiative and creativity? If so you could be the right person to lead one of three functions currently in BP's team.

Initially your role will encompass a wide range of planning problems as well as having some responsibilities for the review of tax computations. Thereafter you will be considered for a secondment to the USA, Japan, Singapore, Belgium or Australia as part of a cross-based international career development.

To merit consideration you will be aged 24-30, fully mobile, and a graduate (minimum 2:1) qualified in having passed part of your examinations at first attempt. Additionally you will have had at least 3 years' corporate experience with a major accounting partnership. Alternatively you will be a graduate fully qualified in Tax up to 2:1.

The benefits package includes a bonus scheme, employee share schemes, and a pension scheme.

Please write with CV to David Lear, Tax Department, The British Petroleum Company plc, Britannic House, 1 Finsbury Circus, London EC2M 7BA.

BP is an equal opportunity employer



FREEDOM • SCOPE • AUTHORITY
— THE ESSENCE OF SUCCESS

Chief Internal Auditor

Salary c. £38K + Car & Competitive Benefits Package

You will already be a successful Audit Professional, preferably within a major retail institution. The time is now right for your next career move. A move into a senior management role. A move that will offer you the prospects of real personal advancement in the years to come. A move to Britannia.

Highly innovative and one of the UK's top ten Building Societies, we operate from around 100 offices across the country. As Chief Internal Auditor you will lead a team of more than 20 professional staff providing an independent Audit function that covers a diverse range of activities from Head Office to Branches and Subsidiaries.

With the freedom and scope to address key issues within the Society, you will be responsible for the continued development of corporate audit teams, audit strategy and standards. In an environment of rapid change, you will also be called upon to ensure that statutory and internal requirements are met at all times.

In addition, you will make certain that all appropriate steps are taken to ensure the prevention, detection and investigation of any fraudulent activities perpetrated against the Group.

A graduate qualified Accountant with at least 5 years' post-qualification experience, you will also require strong operational, procedural and computer audit skills as you will be working with a wide range of highly sophisticated systems. A natural leader, you will have the authority and credibility to influence policy, and the diplomacy to ensure that change is readily accepted.

In return, you can look forward to the career prospects you would expect from such a high profile role in one of the UK's most innovative Building Societies.

Full relocation assistance will be provided where appropriate.

Please apply in full C.V. in confidence to: Ms. Philippa Harrison, Personnel Controller, Britannia Building Society, P.O. Box 20, Newton House, Leek, Staffordshire ST13 5RG.



Britannia Building Society is an equal opportunities employer.

Bankers Trust Company

Experienced Product Accountants

Substantial Salary + Car + Bank Benefits

Bankers Trust investment banking and trading division has an established reputation for creativity and innovation across a wide range of businesses. They are now seeking to strengthen their Financial Control group with outstanding accountants who have worked at least one of the following product areas:

- Equity Derivatives
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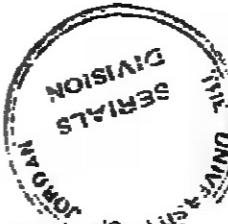
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FINANCIAL TIMES COMPANIES & MARKETS

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Friday July 5 1991



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INSIDE**El Al expects to weather the storm**

Profits of some of the world's major international airlines have been hampered by the Gulf war, the economic recession and higher fuel prices. It is therefore surprising to learn that one airline, El Al Israel Airlines, is confidently expected to report higher profits this year, not only compared with last year but also with the boom year of 1988. Page 20

In spite of the continued recession and slight improvement in passenger volumes, the prices of European airlines have outperformed their respective markets. Page 19

Northwest Airlines has joined the queue of foreign carriers interested in bidding for a stake in Qantas, the Australian airline which is being privatised. Page 20

Clearing their own air

Mr Boris Yeltsin's election as president of the Russian Federation may help the managers of the peninsula's steelmakers in Russia to expand more easily. Mr Yeltsin has said all enterprises in the Peninsula, including the nickel smelters, should be larger versions of their own profits. This will be easier to handle in the future to tackle the region's increasing environmental problems caused by factory... Page 20

Shake-up of a reliable Image

Investment trusts meant to be reliable, boring companies which rarely cause sleepless nights. Yet yesterday announced an 82 per cent fall in net asset value a week, causing a 1 per cent one-day fall in share price on Monday. The cause lies in a combination of the Sohal Ballet, Saddam Hussein, the collapse in the property market and the economic recession. Philip Coggan reports. Page 24

Receivers enter Bond company

Daiholt Investments, the family company of Mr Alan Bond (left), appeared to be becoming receivers, appointed by a syndicate of creditors, took control of the company. The Hongkong and Shanghai Banking Corporation, Bank of China and Tricontinental Australia - lent Daiholt finance to the development of a nickel mine and refinery. Mr David Crawford, KPMG partner appointed receiver/manager, said Mr Bond and his son had been removed from the board. Page 20

Market Statistics

Bond lending rates	34	London traded options	22
Benchmark Govt bonds	21	London trade options	22
FT-A indices	22	Managed fund service	34-35
FT Int bond index	21	Money market funds	22
Fund manager fees	34	New int bond issues	22
Foreign exchanges	34	World commodity prices	26
London recent issues	22	World stock mkt indices	26
London share service	22-23	UK dividends announced	22

Companies in this issue

Allied-Lyons	25	Imperial Chemical Industries	18
Avenir Media	25	MS Foundation	24
Banesto	18	Monex	22
Battelle Int'l	22	Morgan Stanley	22
Bayer Property	24	Nedlloyd	22
Bell South	22	North Sea Hill Pk	20
Bentley	25	Northern	20
Bethlehem Steel	15	Motorola	22
BHP	25	Motorola	22
Burtonwood Brewery	25	SD-Schion	25
CSR	20	Hydro-Elect	18
Daiholt	20	Securicor	24
Deutsche Babcock	22	Statoil	20
Dewhurst	24	String	24
Druck	24	Talis	25
Eaton	20	Trinity Int'l	22
Fleming Int'l	25	UMECO	18
Gold	25	Westpac Banking	22
Groupe Expansion	18	Wyndham	22
Ivory	25		24
Liaz	25		

Chief price changes yesterday

FRANKFURT (DM)		Paris	
BLW	+ 2.5	Car Med	- 0.4
Hedelt Zem	+ 45	Gen Octet	- 71
Poile	-	IPM	-
Hochst	-	TOKYO (Yen)	-
Hoffmann Ph	+ 133	-	-
Lohmann Ph	+ 720	Imperial Chem	+ 11
Loyd	-	C. E. C.	- 200
Paribas (Pf)	-	Ches Gyrd	- 50
Peugeot	+ 502	-	-
Schaefer	+ 646	-	-
Siebel	+ 420	-	-
Spie Batignolles	+ 17.5	Takashima	+ 1500
New York closed.	-		
LONDON (Pence)		Crest Nicholson	
Btse	+ 10	Grants	51
Gyro Int'l	+ 10	Grandia	178
Hay & Sons	+ 10	Lap	91
Hawaiian Telcom	+ 228	Locas Inds	121
Shell Sec	+ 10	SD-Schion	47
Siemens A	-	Security Svcs	494
Tel	+ 10	Watson	58
Telecom Wt	+ 10	Wyndham	161
Telecom Wt	+ 10		212
Telecom Wt	+ 10		542

COMPANIES & MARKETS

Friday July 5 1991

VW advances on east German sales

By Leslie Coffey in Berlin

VOLKSWAGEN, the German car group, reported a 13 per cent rise in turnover in the first half of 1991, but only a 1 per cent rise in net profits.

The rise in sales reflected the success in Germany - largely in the east. VW is in demand there more than compensated for falling deliveries to the rest of western Europe. As a result, VW expanded its position as the leading European producer.

The modest rise to DM433m in net earnings continued the trend

in the first quarter. Mr Carl Hahn, VW chairman, said it was too early to forecast earnings for the entire year. However, the car maker was trying to achieve earnings which would exceed those of previous years.

Sales at VW, Audi and Seat (VW's Spanish subsidiary) cars in Germany soared by 24 per cent in units in the first six months. Worldwide the VW Group sold a record 1.77 million more than the previous year.

Mr Hahn said that VW was the fastest-growing car group in Europe with daily production having risen to 14,000 units from 13,400 in 1990.

A new factory with a capacity of 250,000 vehicles was being built at Zwickau in East Germany to part of the VW group.

Mr Hahn told the shareholders meeting in Berlin that, although the city was designated seat of government and parliament, VW's headquarters would remain at Wolfsburg and back to Berlin,

where the company had been based until 1945.

Skoda, the Czechoslovak car manufacturer which VW had acquired earlier this year, improved exports and operated in the Black during the first half.

The group also plans to set up exclusive Volkswagen-Audi dealerships in Japan in order to market the group more effectively.

The chairman predicted that demand in eastern Europe and east Germany would double by 1995 and almost triple by 2000. To meet the expected increase, VW planned to invest DM5bn in plants over the next 10 years to expand production from

to 400,000 vehicles.

VW will begin expanding production capacity from 60,000 to 150,000 cars a year in China after its takeover later this year of the Shanghai Car Plant.

The group also plans to set up

exclusive Volkswagen-Audi dealerships in Japan in order to market the group more effectively.

The chairman predicted that demand in eastern Europe and east Germany would double by 1995 and almost triple by 2000.

To meet the expected increase, VW planned to invest DM5bn in plants over the next 10 years to expand production from

Bosch sees no upturn in profits this year

By Andrew Fisher
in Stuttgart

MR MARCUS Bierlich, the chief executive of Robert Bosch, yesterday forecast more gloom for the German electrical and electronics group after a profits drop in 1990.

He said Bosch had been hit by increasing price pressures in automotive components, its biggest division and one accounting for half of turnover. He also expected rising labour costs in Germany and adverse world economic and currency trends to have a negative impact.

Bosch is attempting to counter these factors by cutting costs, jobs and capital spending - from DM2.8bn (\$1.83bn) in 1990 to DM2.3bn this year. It is shifting some production of its Blaupunkt car radios and speakers to low-wage countries such as Malaysia and Portugal. The move will reduce its German workforce by a further 1,100 jobs.

The total worldwide workforce is down by 2,100 so far this year, from nearly 180,000 in 1990, with staff in Germany bearing two-thirds of the decrease.

Last year, net profits at Bosch dropped by 10.6 per cent to DM550m. The rise in turnover from 1989 to 1990 was only 4 per cent, to DM51.5bn, a 1.1 per cent

Profits from automobile components "fell drastically" in 1990, said Mr Bierlich. He expected price-cutting pressures from the motor industry to continue because competition would intensify as Japanese automobile producers pushed further into European and other markets.

Higher profits from communications technology, consumer goods (white goods and power tools), and capital goods (hydraulic, pneumatic and packaging equipment) were not enough to make up for last year's fall in the automotive equipment side.

Bosch also suffered a drop of around DM100m in combined profits from its activities in America, Brazil and the US. Much of this reflected weakness in the national currencies.

In the first five months of 1991, group turnover rose by only 3.4 per cent to DM13.5bn, with growth coming from Germany alone.

On the automotive equipment side, turnover edged up by a mere 0.8 per cent, against a rise of 6.5 per cent between January and May 1990.

In North America, turnover declined by 6 per cent. In Australia and South America it fell by a third. For the full year, Bosch again expects turnover growth of 4 per cent.

Losing grip on the spiral

The London reinsurance market faces a plunge into freefall, reports Richard Lapper

INSURING against catastrophes is to be the most popular game on the London insurance market.

Attracted by handsome profits, Lloyd's syndicates and London-based specialist companies piled into the business in the late 1980s, assuming and laying off risk to each through a complex spiral of reinsurance arrangements.

The market mushroomed in 1987 and 1988, attracting to Lloyd's hundreds of new Names, wealthy individuals whose capital backs the market. Many new syndicates were formed to write the business, accounting for perhaps as much as 11 per cent of Lloyd's total premiums of \$2.5bn (£8.5bn) in 1988.

But overcapacity and competition depressed premiums and many risks were rated unrealistically. Then in 1988 and 1989, the market was submerged by catastrophe, including the Piper Alpha oil rig disaster, storms in western Europe and Hurricane Hugo, which left a trail of devastation in the Caribbean and US in September 1989.

The market has begun to disintegrate. As accountants calculate the costs of expansion, many Names who joined the catastrophe syndicates are bearing the brunt of the crisis. "The market of last resort" has come unstuck, says one London underwriter.

Companies such as Cigna Re of the US have withdrawn from the market while others such as Victoria Re, Mercantile and General Re have reduced their commitments. Prices have risen to unprecedented highs and capacity on the market has shrunk by as much as 75 per cent in the past 18 months.

Although there are hopes of recovery in some quarters, critics believe that the market is on the road to extinction as more efficient and better capitalised competitors, such as the large continental reinsurers, Munich Re, Swiss Re and Cologne Re, provide alternative ways of insuring against disasters.

In 1987, syndicates specializing in catastrophe insurance were among the most profitable at Lloyd's, some of them taking up to 10 times more in premium than they paid out in claims.

The market's sudden demise is partially explained by the unusual number of catastrophe claims between 1987 and 1990. Europe and But it is not just the volume and size of claims. The way they hit the market has exposed the shortcomings of the way the London market insures disasters.

Typically, reinsurers - whether syndicates or otherwise - divide risk into

underwriting and reinsurance.

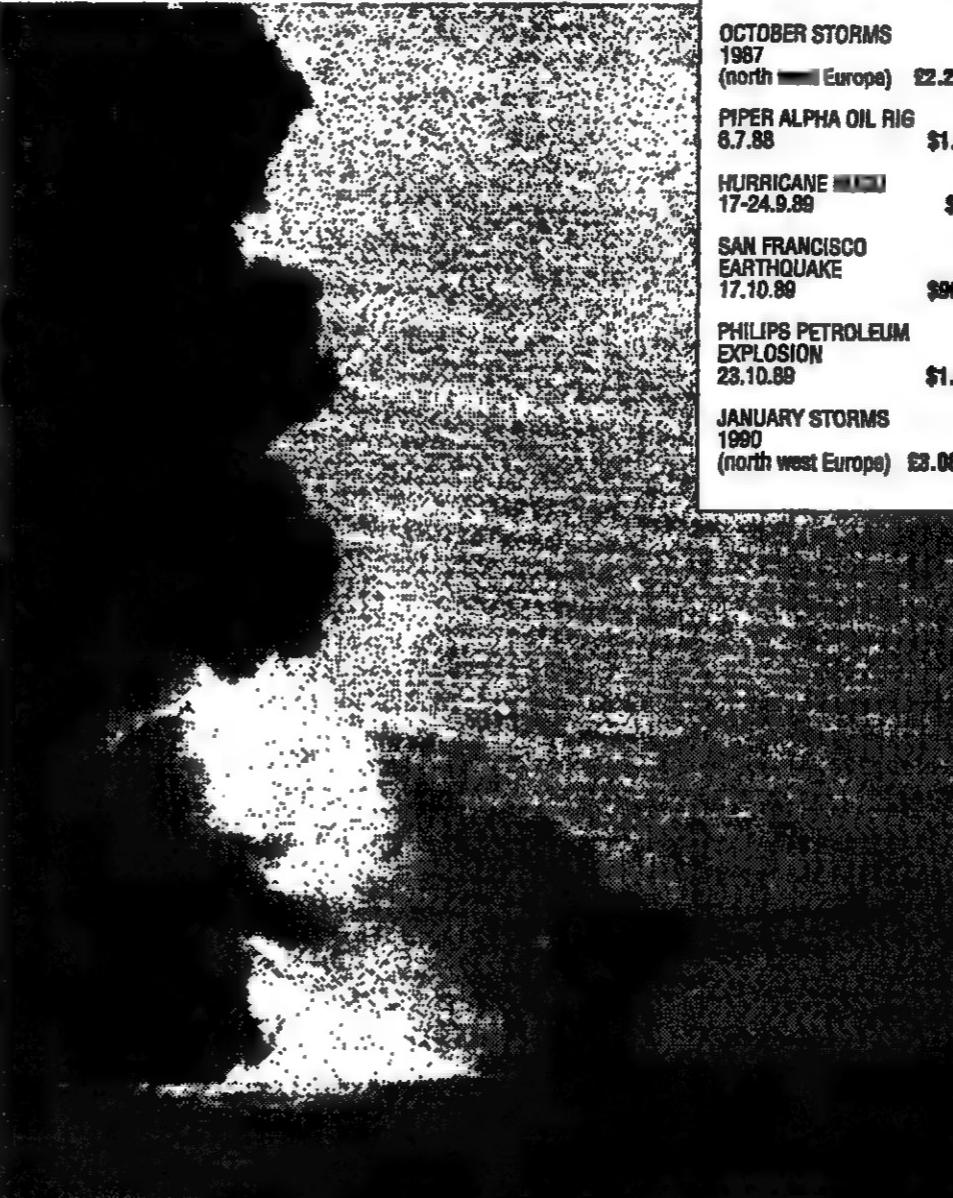
Every company paid about 25 per cent of its gross premium to underwriters.

At 35 per cent, ICI's tax rate in the past three years was similar to most other companies of its size, which was the standard UK Budget.

Mr Michael Winterbottom, Conservative MP who is supporting ICI's campaign in May, said the group's ACT bid up to £24m in 1990. If all the ACT is taken into account, the UK tax rate paid by ICI in the period was just 10.5 per cent.

Another accountant said that the ACT charge probably indicated that profits described by ICI as UK profits had been taken offshore - otherwise they would have been taxable and would have been the ACT charge.

Hanson's UK tax rate rose sharply in 1987. It paid a UK rate of 17.7 per cent on average between 1987 and 1990. Mr Martin Taylor, Hanson's vice chairman, said the tax rate rose because the group had changed the way it accounted for worldwide operations.



INTERNATIONAL COMPANIES AND FINANCE

Nedlloyd sells stake in Nimox to NV BrabantBy Ronald van de Krol
in Amsterdam

NEDLLOYD, the transport and group based in the Netherlands, has sold its 15.4 per cent stake in Nimox, a Dutch trading house, to NV Brabant, a venture-capital company.

Nimox, whose trading activities range from car dealerships to sportswear, has annual turnover of around F1400m (\$200m).

Nedlloyd declined to give the sale price, but said the divestment was part of its strategy of selling off several non-core businesses to raise F1800m by March 1992. Last month, it announced that it planned to sell its remaining 40 per cent stake in Transavia, a Dutch charter airline, to RLM.

Since early 1991, Nedlloyd has come under intense pressure from its single shareholder, Mr Torstein Hagen, London-based Norwegian investor, to speed up the sale of businesses unrelated to its core activities: shipping and land transport.

Mr Hagen argues that the sale of all non-core businesses would yield F1.7bn for Nedlloyd, which swung into heavy losses last year. Nedlloyd has so far refused to meet Mr Hagen's demand for a seat on its supervisory board.

Statoil plans offices in Warsaw and Singapore

By Karen Fossel in Oslo

STATOIL, the Norwegian state oil company, plans to open representation offices in Singapore and Warsaw.

Initially, the Warsaw office will aim to develop business opportunities in the Polish market with a view to opening its first Statoil-branded petrol stations there by 1992. Statoil said that over the past three years it had tripled sales of crude oil and refined products in Poland.

In Singapore, Statoil's office will be a trading unit for crude oil and refined products, enabling it to expand its business to global trading.

Banesto group lifts Urbis holding

By Tom Burns in Madrid

CORPORACION Banesto, the Spanish conglomerate, yesterday increased its equity in one of its domestic real estate companies as part of a new investment strategy.

Corporacion, which has recently made several large asset disposals, bought 10 per cent of Urbis, a company developing commercial and industrial estates in Madrid and in southern Spain, from Mr Jacques Hachet, an Argentine-born financier who resigned as Urbis' chairman following the acquisition.

The deal, worth some Pt4.3bn (\$37.3m), Urbis' current market prices, raised the real estate company to 35 per cent.

Last week, the conglomerate, which is controlled by the retail bank Banesto, acquired 10 per cent of Sanson, a large cement-producer, to raise its shareholding in the company to 47 per cent.

The 4 per cent of Sanson equity had been held by Petrobras, an oil refining company, in which Corporacion had a 24 per cent stake, and which is

now being acquired by British Petroleum. Banesto's conglomerate sold its Petromed equity to BP last month, paving the way for the UK group's takeover of the Spanish refiner. It also sold 10 per cent of its insurance affiliate, Union Fenix, to France's AGF.

Banesto said Corporacion was in the process of divesting from companies that it did not control, as well as from sectors, such as the oil industry, which were dominated by multinational groups.

The equity purchases in

Urbis and in Sanson are part of Corporacion's strategy of concentrating part of its resources in the construction industry, a sector in which the conglomerate has considerable weight for it controls Agroman, one of the leading domestic building contractors.

VOLVO Truck Corporation, part of the Swedish auto group, hinted at a reappraisal of its assets in the UK to hang a warning that Lucas' second-half pre-tax profit will be only about half the \$25.3m (\$38.5m) achieved in the six months to January 31.

Implicit in the warning was that, unless the UK's badly depressed automotive sector picks up, further jobs will have to go at Lucas, which has already shed 3,000 in the past 12 months.

Virtually all the jobs have gone in the UK motor component operations, and Sir Tony blames the automotive sector almost entirely for Lucas' problems.

Shares in the automotive-to-aerospace group, which employs 29,000 in the UK after the recent cuts, promptly fell 5p to close at 128p.

The warning about this year's second half follows an interim performance which was itself 31 per cent lower at the pre-tax profit level than in 1990. Turnover on automotive business in the first half fell only slightly, from £742.8m to £725.7m, but the squeeze on margins was reflected in operating profit sinking from £51.5m to £38.4m. Aerospace sales were flat at £338m, as were operating profits of £23m.

Customer had substantially switched from using next day delivery services to economy services which commanded lower margins.

The hotels, vehicles and employment service division also suffered, with pre-tax profits down from £95.0m to £50.2m. In particular, the company had far failed to sell its Ford dealership as part of the strategy to leave car retailing.

A fall in interest earned from the balance of a rights issue helped the fall in investment and insurance income from £23.0m to £40.3m.

The communications retailing business continued to make losses, rising from £2.9m to £4.5m and is not now expected to break even before 1993, Mr Wiggs said.

Lucas' Page 18

Volvo ends talks with E European producersBy Robert Taylor
in Stockholm

VOLVO Truck Corporation, part of the Swedish auto group, announced yesterday it had decided to terminate talks with Tatra and Liaz, the Czechoslovakian truck manufacturers, over a co-operation agreement.

Discussions have been going on for the past 18 months about areas where the two could work together. However, Volvo said yesterday that "after careful consideration and in-depth analysis", it had decided "not to give priority to a comprehensive engagement with or a possible takeover" of the truck-makers.

This will disappoint Tatra and Liaz, although Volvo said the discussions had been carried out in "a positive and constructive atmosphere".

Last year, Volvo, in alliance with Renault of France, failed to acquire a substantial stake in Skoda, the Czechoslovakian state-owned car-maker.

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However, Lucas - like other truck-makers - is going through a lean period at the moment with the decline in the size of the European truck market over the past 12 months. Despite this, in Germany the company enjoyed an 8 per cent market growth during the first quarter of this year.

Total deliveries of Volvo fell by 14 per cent, or 11,000 units, in the same period. The backlog of orders for trucks was slightly lower at the end of the quarter.

Deutsche Babcock buys state group

DEUTSCHE Babcock, the engineering group, said it had taken over IKR Industrie-und Kraftwerkseinrichtungen GmbH in eastern Germany, Reuter reports.

Mr Heinz Schmidknecht, the chairman of Babcock's management board, said that IKR's Berlin-based maker of pipes for the power industry, was the 11th state-owned company acquired by the group in the former communist east.

Lucas Industries warns of 50% second-half fall

By John Griffiths in London

SIR Tony Gill, chairman of Lucas Industries, used yesterday's evidence of a continuing slump in UK new car sales as a convenient peg on which to hang a warning that Lucas' second-half pre-tax profit will be only about half the \$25.3m (\$38.5m) achieved in the six months to January 31.

They are having to cope with a sharp downturn in new car and truck sales - although not the lowest numbers since the Second World War.

Truck sales, in particular, are running at less than half the levels of two years ago, and Lucas Automotive is a leading supplier of heavy duty electrical systems, batteries and braking systems for such vehicles.

Statistics released yesterday showed car sales down 31.2 per cent on a year-on-year basis, with manufacturers predicting sales as low as 1.5m this year - down 35 per cent on the 2.3m of two years ago.

Production is not as badly hit, due to rising exports, but is providing component-makers with little relief from increasingly squeezed profit margins on falling turnover.

A Lucas spokesman yesterday said a depressed UK automotive market for replacements parts which accounts for about one-quarter of Lucas' £1.3bn automotive turnover, was also contributing to the profits ploughing.

Unlike periods, Lucas also has property or other asset disposals to offset redundancy and other exceptional costs for the second half.

While Sir Tony did not specifically refer to potential job losses yesterday, he has warned elsewhere in the past few days that "if market conditions continue to worsen we will have to take action to maintain competitiveness".

Lucas' Page 18

Groupe Expansion sells title

AGEP, a profitable specialist financial daily with a strong coverage of financial market statistics, is sold on subscription only, with a circulation of around 7,000.

It was acquired by the Expansion group in 1987, along with the Tribune and the stock market weekly La Vie Francaise.

Cellnet returns dent Securicor profits

By Richard Gourlay in London

SHARES in Securicor, the UK security and parcels delivery company, plunged yesterday after lower-than-expected profits from its 40 per cent stake in Cellnet, the cellular radio telephone operator.

Pre-tax profits in the six months to March fell 56 per cent to £12.47m (£21.5m) with the largest factor a 27.7m fall to £12.13m in Securicor's share of Cellnet's pre-tax profits.

After a 5 per cent increase in dividends, including a 46 per cent jump last year, Securicor held its interim dividend at 6.2p. The shares fell 60p to 45p.

Mr Roger Wiggs, the chief executive, said Securicor and the market had been expecting a £10m greater contribution from Cellnet a year ago.

BT, which controls 80 per

cent of Cellnet, insists that any announcements about the network's performance should originate from it, which had prevented them in Companies House up to 11 months after the end of its financial year.

Cellnet's performance compared with expectations last year was because net additions of subscribers - not much - expected and the had led to a 10 per cent lower usage by existing subscribers than a year ago.

The average Cellnet subscriber, of which there are now 520,000, was spending £700 a year, Cellnet said.

Cellnet is also receiving 10 per cent less usage per subscriber than Vodafone, Racal Telecom's cellular network market leader, because it had

less penetration into the higher value added service sector, Cellnet said. Cellnet only reveals its results when it places them in Companies House up to 11 months after the end of its financial year.

The total connections on the cellular market showed its first monthly fall in April this year. Cellnet says it is closing the gap with Vodafone, which controls 55 per cent of the market, running 65 per cent of new additions in the last six months.

Mr Wiggs said Securicor's non-cellular, or managed businesses, had suffered from the recession much as expected.

The biggest problem was in the parcels business which accounted for most of the 25.6m fall to £4.96m in the security and parcels division.

Customers had substantially switched from using next day delivery services to economy services which commanded lower margins.

The hotels, vehicles and employment service division also suffered, with pre-tax profits down from £95.0m to £50.2m. In particular, the company had far failed to sell its Ford dealership as part of the strategy to leave car retailing.

A fall in interest earned from the balance of a rights issue helped the fall in investment and insurance income from £23.0m to £40.3m.

The communications retailing business continued to make losses, rising from £2.9m to £4.5m and is not now expected to break even before 1993, Mr Wiggs said.

Lucas' Page 18

INTERNATIONAL COMPANY NEWS IN BRIEF**BA deal near Sabena**

SABENA, the Belgian airline, expects British Airways to invest £Fr65m (\$15.9m) in return for a 25 per cent stake in the national carrier, according to an official Sabena spokesman.

Mr Daniel Devinck said talks with BA were close to fruition and that the deal, expected to be agreed by the end of the month, would also secure subsidies promised by the government if the sitting airline found a partner.

He said the European Commission, which must approve such a link, had been kept informed and that the airlines

expected it would not raise any to their alliance.

Mr Devinck said talks continuing with Air France and Thai Airlines about collaboration on flights to Africa and Bangkok, not investment in Sabena.

The Belgian government plans to give Sabena about £1bn in subsidies, of which around half would go towards winding out the airline's debts and the rest to helping it carry out a major restructuring plan.

Interbrew, Belgium's largest brewer, has agreed to take over Belle Vue, a leading producer of Belgian specialty beers such as Geuze, Kriek and Framboise beers, Reuter reports.

Interbrew declined to disclose the terms of the deal but said Belle Vue will become a

full subsidiary of privately owned Interbrew, strengthening its market position.

Interbrew, which produces Stella Artois lager beer, is one of Europe's leading brewers. Consolidated net profit was £Fr2.3bn in 1990 on consolidated turnover of £Fr6.4bn.

Union des Assurances de Paris, the French insurer, and Banque Nationale de Paris have created a joint venture to market UAP's damage insurance products to BNP clients, Reuter reports.

The venture, to be named Natco Assurances, will have an initial capital of FFr1.5m (\$300,000) and be equally owned by BNP and UAP.

UAP and BNP, which last year took 10 per cent cross-stakes in each other, already

have an informal pact to sell UAP products through BNP branches.

Immobilier de Belgique, Belgium's largest property group, intends to acquire fellow Belgian building and property group Mondial, by transferring 10 per cent of its capital to the present owners.

Immobilier said it would pay Mondial's current family owner, Mr Thomas-De Waele, with 450,000 shares subject to agreement. The shares closed at FFr3.150 in Brussels yesterday, valuing the deal at about FFr1.4bn.

Immobilier's main shareholder is the holding company, Tractabel, which bought 31 per cent this May from Belgium's largest holding company Societe Generale de Belgique.

Tractabel, which is owned by

the Belgian government, will take a 15 per cent stake in the Cote D'Ivoire, which made pre-tax profits of

£Fr2.8m (\$4.3m) last year.

Agef, a profitable specialist

financial daily with a strong

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INTERNATIONAL COMPANIES AND FINANCE

Northwest Airlines plans to bid for stake in Qantas

By Kevin Brown in Sydney

NORTHWEST Airlines, the fourth biggest US airline, yesterday confirmed its intention to bid for a stake in Qantas, the government-owned Australian carrier which it partly privatised.

The announcement by Al Checchi, Northwest's co-chairman, followed the inauguration earlier this week of Northwest services from Los Angeles to Sydney via Honolulu.

Mr Checchi said Northwest would file a formal expression of interest with the Australian government next week. Informal talks have already been held with Mr Ralph Willis, the finance minister.

The government wants to sell 49 per cent of Qantas, subject to a ceiling of 35 per cent on total foreign ownership and 25 per cent on individual holdings.

Mr Willis expects to place an initial 35 per cent with two or more foreign airlines later this year, followed by a domestic flotation of the remaining 14 per cent stake next year.

The sale is part of a programme of federal government asset sales which also includes 100 per cent of Australian Air-



Ralph Willis has held talks with Northwest.

lines, the largest domestic airline, and 50 per cent of the government-owned Commonwealth Bank.

Mr Willis is one of several foreign airlines which have expressed an interest in Qantas, including Singapore Airlines, Japan Air, United Airlines, the US, British Airways and Lufthansa of Germany.

Initially regarded as strong bidders, but thought to have cooled.

Receivers take control of main asset of Dallhold Investments

By Kevin Brown

DALLHOLD Investments, Mr Alan Bond's family company, appeared to be crumbling yesterday after receivers - appointed by a syndicate of creditors - took control of its main asset.

The creditors - Hongkong and Shanghai Banking Corporation, Bank of New Zealand and Tricontinental Australia - lent Dallhold US\$400m to finance its share of the development of a nickel mine at Greenville, Queensland, and a refinery at Townsville.

Dallhold's 72 per cent stake in the project - the Queensland Nickel Joint Venture - was held through three subsidiaries of which Mr Bond and his son Craig were directors.

Mr David Crawford, the

KPMG Peat Marwick accountant appointed receiver/manager of the three companies, said Mr Bond and his son had been removed from the board, with another director.

Mr Crawford said the government's 28 per cent stake in the joint venture was not affected by the receivership. Local management of the mine and refinery will remain unchanged.

But the receivership could complicate negotiations over nickel mineral required to keep the Townsville refinery open after the Greenville mine's reserves expire in 1993.

The state government has proposed an A\$88m (US\$67.1m) deal to provide port facilities for nickel imports at Towns-

ville, under which Dallhold would be required to finance spending of A\$100m by Dallhold, said it would ask the federal court to appoint a provisional liquidator.

Dallhold's remaining assets include art, property and investments, shareholdings in a number of companies, including a 56 per cent stake in Bond Corporation, once the quoted listed of Bond group.

The Bond Corp stake will be diluted to around 5 per cent under a debt-for-equity swap being negotiated by the company with its creditors, mostly European bondholders.

The Molson executive would not elaborate on the earnings outlook.

Notice to holders of International Depository Receipts in respect of ordinary shares of US\$1,000 each in THE MALAYSIA CAPITAL FUND LIMITED

Notice is hereby given that the first Annual General Meeting of the shareholders of The Malaysia Capital Fund Limited (the "Company") will be held at Cayidee Galloves, Harcourt Drive, George Town, Grand Cayman, British West Indies on 5 July 1991 at 10:00 a.m. When the ordinary business set out in the Notice of the said meeting set out above will be transacted.

Holders of International Depository Receipts ("IDRs") representing the ordinary shares of US\$1,000 each in the Company (the "Shares") should note the following:

- (a) Holders of IDRs have no right in their capacity as such to attend, vote or speak at the Meeting referred to above.
- (b) Holders of IDRs may instruct in writing Morgan Guaranty Trust Company of New York (the "Depositary") as to the exercise of the voting rights (if any) attributable to the Shares. The Depositary will endeavour, so far as practicable and subject to any applicable provisions of law or of the Memorandum and Articles of Association of the Company, to exercise such voting rights in accordance with such instructions.
- (c) Instructions given to the Depositary shall be in writing and shall not be valid unless they shall be delivered at the addresses specified below therewith either (i) the IDR in respect of the shares for which such instruction is given or (ii) a certificate from an agent of the Depositary to the effect that such IDR has been deposited with it and is to be held in a blocked account until the time at which the voting rights in respect of which the instruction has been given may be exercised.
- (d) If, prior to 30th July 1991, no instructions are transmitted in accordance with (c) above to the Depositary with respect to the voting of any Shares at the Meeting referred to above, the Depositary shall use its best endeavours to give a discretionary proxy to a person nominated by the Company in respect of such voting rights.
- (e) Copies of the Notice of the Annual General Meeting issued by the Company to shareholders, dated 12th June 1991 containing details of the Resolutions to be proposed at the annual General Meeting; (f) the Annual Report of the Company for the period ended 31st March, 1991; (g) the Memorandum and Articles of Association of the Company and (h) the Deposit Agreement dated 5th March, 1990 are available for inspection by holders of IDRs at the offices specified below, during normal business hours on any business day up to and including the day of the Meeting. Copies of the said Meeting and of forms of voting instruction to the Depositary may be obtained by holders of IDRs from the offices specified below:

Depository: Morgan Guaranty Trust Company of New York
B-1040 Brussels

Agents: Morgan Guaranty Trust Company of New York
- 1, Angel Court, London EC2R 7AE
- 38, Stockenstrasse, Zurich 8023
- 46, Mainzer Landstrasse, D-6000 Frankfurt-am-Main

Date: 12 June 1991

JP Morgan

Notice of Annual General Meeting of the Shareholders of THE MALAYSIA CAPITAL FUND LIMITED

Notice is hereby given that the first Annual general meeting of the shareholders of the Malaysia Capital Fund Limited (the "Company") will be held at Cayidee Galloves, Harcourt Drive, George Town, Grand Cayman, British West Indies on 5th July 1991 at 10:00 a.m. when the following ordinary business will be transacted:

1. To receive and consider the financial statements of the company and the reports of the Directors and the Auditor for the period from 5th January 1990 (the date of the Company's incorporation) to 31st March 1991.
2. To declare a final dividend.
3. To re-elect the Directors.
4. To appoint Auditors for the ensuing year and to authorise the Directors to fix their remuneration.
5. To transact any other business which may be properly transacted at an annual general meeting.

By Order of the Board
Paxton, Holding & Paxton (Cayman) Ltd
Secretary

Date: 12th June 1991

Registered office: Cayidee Galloves
Harcourt Drive
George Town, Grand Cayman
Cayman Islands, British West Indies

Notes:
(1) Proxy forms may be deposited at Paxton, Holding & Paxton N.V., Rokin 55, 1012 KK Amsterdam, The Netherlands, Attn: M.R. Elsber, Merchant Banking Department, no later than the time specified above for the holding of the meeting.
(2) No Director of the Company has a conflict of service with the Company.

J.P. Morgan

Molson to focus on expansion in US

By Bernard Simon in Toronto

NORTHWEST Airlines, the diversified Canadian brewer, will focus in the year ahead on cutting costs in its domestic operations and expanding its penetration of the US beer market, shareholders were told at the annual meeting yesterday.

Molson Breweries, a joint venture with Foster's Brewing Group of Australia, is Canada's largest brewer and the second biggest supplier of imported beers in the US with a 17 per cent market share.

But Molson's ambitions for a major overseas brewing acquisition were dented last year by the financial problems of Foster's parent, Harlin Holdings, and its subsequent link with the Japanese brewer Asahi.

Molson has subsequently written off its 6 per cent equity stake in Harlin and an indemnity it provided for \$14m earnings, which were 40 per cent down on 1989 profits of \$24m.

Molson said it was an achievement to have ended last year in the black and reflected the airline's fast response to changing political and economic circumstances in the Middle East.

Within three weeks of Iraq's invasion of Kuwait last August, El Al launched a restructuring programme to adapt the airline to the new crisis situation. This involved laying off 700 part-time employees and converting several of the airline's Boeing 747 jumbo jets from passenger to cargo aircraft. This new fleet structure helped the airline stay in the black last year, Mr Harlev said.

But the real crunch for the airline industry came during the first two months of this year when hostilities erupted in the Gulf. During those two months, incoming traffic to

Israel dropped by 95 per cent compared with normal levels, while outgoing traffic went down slightly. Overall, traffic to and from Israel went down by more than 60 per cent," Mr Harlev said.

However, the total traffic decline for El Al was contained at around 15 to 20 per cent compared with the same period the previous year. All other carriers, except one small US airline, Tower Air, interrupted their services to Israel. This gave El Al virtually 100 per cent of the Israeli commercial airline market instead of its traditional 50 per cent share.

At the same time, the decline in passenger traffic was partly offset by increased cargo traffic.

"We came out of January

El Al wants to spread its wings

Efforts to privatise the airline have been revived, writes Paul Betts

PROFITABLE airlines have become a rare species these days. Savaged by the collapse of air travel during the Gulf war, the economic recession and higher fuel prices, even some of the strongest international airlines have been swimming in a sea of red ink this year.

It is therefore all the more surprising to find one airline, based in the Middle East, confidently expecting to report higher profits this year, not only compared with last year but also to the boom year of 1989.

Mr Rafi Harlev, president of El Al Israel Airlines, said in a recent interview in London he expected the Israeli state-owned carrier to report a profit of more than \$24m this year. This would be a considerable improvement on last year's \$14m earnings, which were 40 per cent down on 1989 profits of \$24m.

Mr Harlev, president of El Al Israel Airlines, said in a recent interview in London he expected the Israeli state-owned carrier to report a profit of more than \$24m this year. This would be a considerable improvement on last year's \$14m earnings, which were 40 per cent down on 1989 profits of \$24m.

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Rafi Harlev: a speedy restructuring programme helped the airline stay in the black last year

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tes Paul Bettis

Israeli government does two years ago to Western Airlines, but the plan never followed through. The airline has been following the Middle East since last year.

Mr Harter said private improving management and the cost of the flight of the airline will require the next 10 years to modernise its fleet. The airline is currently considering the acquisition of new aircraft and is looking at new Boeing 777 as well as rivals, the McDonnell Douglas MD11 and the Airbus A340.

Privatisation is expected to take place as early as July. The government would float a 49 per cent stake in the airline, Mr Harter said. El Al had also attempted to forge ties with some European carriers, but it proved unsuccessful. It international carriers into or over Arab countries, clearly reluctant to do so.

After expanding rapidly across Europe during four years, El Al is now interested in entering the specific market. Even though the company would have to circumnavigate the Asian peninsula to reach the Soviet Union, Mr Harter believed there was demand for services from Israel to the Far East.

Commenting on the long-term prospects of the Far East, Mr Harter remarked: "The industry has always been interesting and challenging, but difficult so far."

I shares

Jardine Fleming sets up open-type Asian fund

The company diversity management and base unit.

The company's intention is that Jardine Fleming will be open to the public next week, although a party has been held to discuss more government policy and its uranium products three months earlier.

Panama-based investors are undergoing a review since February, says Mr Grey, the chairman.

Both Sanwa and Sumitomo currently have securities subsidiaries in the UK and Germany.

Jardine Fleming is a unit of

ASIAN

Benelux Infl offer 25% of shares to publ

BENELUX Investors Management has agreed to offer to Benelux shareholders 25 per cent of the shares of the FTSE 100 index (FTSE 100) AP-DJ report Hong Kong.

The issue of shares underwritten by Dresdner and Daimler-Benz is priced at HK\$10 per share.

Based on the price of HK\$10.50 for the first March 1991, a price earnings ratio of 10 times.

The offer allows the company to raise up to HK\$100 million.

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INTERNATIONAL CAPITAL MARKETS

Warm reception for AMP 10-year sterling issue

By Simon London

AMP, the UK arm of the largest Australian insurance company Australian Mutual Provident Society, yesterday launched its second sterling bond issue since buying Pearl Assurance for £1.26bn in 1988.

It launched a £100m 10-year issue, lead managed by Credit Suisse First Boston, priced to yield 95 basis points over the 10 per cent UK government bond maturing 2001.

Demand from UK investment institutions and a range of overseas buyers caused the paper to trade up from a fixed re-offer price of 99.32 to 99.70 bid by late afternoon. At this level, the yield spread over gilts is 92 basis points.

Some participants in the deal commented that the yield spread was generous and that the deal could have been priced at a yield spread of around 90 basis points.

However, AMP's debut £150m long-dated sterling bond issue last November was initially hard to place with UK institutions. That transaction was priced to yield 170 basis points over gilts, but the spread had widened to 200 basis points by early this year.

The hostile acquisition of Pearl was financed with credit

INTERNATIONAL BONDS

facilities of £355m and £265m arranged through Lloyds Bank and Chase Manhattan. Proceeds of both bond issues were used in part to repay these.

Syndicate managers expect AMP to tap the sterling bond market regularly, to pay down acquisition finance and fund its UK insurance.

Both issues are rated Aa2/A by the main US rating agencies on the basis of a keep-well agreement with the Australian parent company. Under the agreement the parent guarantees to maintain the positive net worth of the issuing company.

The performance of yesterday's deal, and the favourable reception for the African Development Bank's \$100m 10-year issue launched via Baring Securities on Tuesday, suggest demand for sterling-denominated securities is buoyant.

However, there are few opportunities for borrowers to swap the proceeds of sterling bond issues into other currencies. Hence sterling issuance is only attractive for borrowers with a natural requirement for sterling funding.

Elsewhere, Eurofins, the railway financing agency of the European community, launched a €225m 10-year issue - also lead managed by CSFB. The bonds carry a coupon of 10% per cent and were re-offered to investors at a fixed price of 100%, for a yield spread of 48 basis points over the 9% per cent Canadian government bond maturing 2001.

Despite the weight of Canadian dollar paper issued in the market this year, there have been few top-quality sovereign and supranational borrowers at the 10-year maturity.

In addition, swaps opportunities are better in Canadian dollars than in other sectors of the market. Eurofins used the swaps markets to achieve floating-rate Swiss franc funding below the London interbank offered rate.

The deal has strong demand from continental European fund managers and traded above the fixed tender price of 100.25 bid, where the spread over Canadian government bonds was 48 basis points.

Credit Lyonnais and Security Pacific have had long-term credit rating placed under review for downgrade by Moody's Investors Service, the US credit rating agency. Credit Lyonnais is currently rated Aa2, and Security Pacific A3.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fee	Book runner
CANADIAN DOLLARS						
Eurofins(a)	225	10%	101.675	2001	1.5%	CSFB
STERLING						
AMP (UK)a)	100	11%	98.32	2001	0.4%	CSFB
SWISS FRANC						
Fund Consulting(b)1/4	80	4	100	1995	-	SBC
LIRE						
AIS Exporturante(c)	150m	12%	101.675	1995	1.5%	Barclays, Lavoro
SWEDISH KRONOR						
Dresdner Finance SW(c)	400	11	101%	1995	1.5%	Dresdner Bank
Private placement						
Convertible, 1991 terms. a) Non-callable. b) Put option on 30/09/94 at 103.4% to yield 1%. c) Coupon payable semi-annually. d) Amount increased from \$100m. Non-callable.						

Westpac PNG bank purchase blocked

PAPUA New Guinea yesterday blocked the acquisition by Westpac Banking Corporation of the Bank of South Pacific, an 87 per cent subsidiary of National Australia Bank, writes Kevin Brown in Sydney.

Mr Paul Price, Papua New

Guinea's finance minister, said he would not allow the deal after consulting the Bank of Papua New Guinea, the country's central bank. He said his opposition was based on economic, financial and monetary grounds.

The Bank of South Pacific

has seven branches and four sub-branches in Papua New Guinea, a former Australian colony which won independence in 1975.

A merger with Westpac, Australia's largest bank, would significantly reduce competition

Elsag-Bailey flotation closes ahead of schedule

By Helga Simonian in Milan

ELSAG-Bailey, Italy's first stock exchange flotation under new rules designed to bring market practice into line with other leading bourses closed ahead of schedule yesterday due to strong demand. Under the new procedures, introduced earlier this year by Consob, the regulatory watchdog, issuers and lead managers in an initial public offering (Ipo) have to give Consob relevant information regarding the deal within 10 days of payment being due.

Once received, Consob will endeavour to accelerate the date for the final official listing. That could be within two to three days of it being given the information by the issuer and its manager.

In the case of the Ipo for Elsag-Bailey, a technology company which is part of the state-owned Finmeccanica group, listing on the official market should come within seven days of next week's permanent date, according to Battista Bencario, San Paolo di Torino, the lead manager.

The offer period for the new shares and warrants was closed ahead of schedule yesterday following strong demand, the bank said.

The Elsag-Bailey deal is also set to be the first Ipo where shares will be listed directly on the official market, rather than being traded initially on the unregulated third market before gaining their official quotation.

The previous procedure stemmed from the fact that no time limit existed for the payment date for a new issue and delivery of the relevant information to Consob.

As a result, shares from a new issue could spend weeks on the third market before gaining their official listing. Shares in Intermobiliare, Italy's second Ipo this year, only moved on to the official market on 1 July, although payment closed in early May.

Meanwhile shares in the property group Grifco, the year's first Ipo, are still being traded only on the third market, despite the fact that payment closed in April.

Keeping a steady hand on the tiller David Marsh on the end of east Germany's communist bank system

David Marsh on the end of east Germany's communist bank system

M R Walter Kriger, chairman of the Staatsbank Berlin, the former East German central bank, is carrying out a job of unique complexity from what must be one of Europe's most agreeable banking offices.

His task is to provide a steady hand on the tiller as the Staatsbank undergoes a delicate post-unification transformation with the aid of a large-scale capital market borrowing programme.

But on the assets side of its balance sheet, it still holds more than Dfl100bn worth of claims on east German banks, mostly representing loans to troubled east German industrial companies and public house-building programmes.

Mr Kriger sits in a high-salined parlour on the first floor of the Staatsbank in the centre of east Berlin. Outside the window, across the street, rise the classical 18th century lines of the city's celebrated rebuilt French Church - a far more pleasant view than that enjoyed by the president of the Bundesbank president from his 12th floor headquarters in Frankfurt.

From his office, occupied up to last spring by Mr Horst Kaminsky, the shadowy former head of the Staatsbank, Mr Kriger has presided over the launching of more than DM20bn worth of capital market borrowing since German monetary union in July 1990.

The offer period for the new shares and warrants was closed ahead of schedule yesterday following strong demand, the bank said.

The Elsag-Bailey deal is also set to be the first Ipo where shares will be listed directly on the official market, rather than being traded initially on the unregulated third market before gaining their official quotation.

The previous procedure stemmed from the fact that no time limit existed for the payment date for a new issue and delivery of the relevant information to Consob.

As a result, shares from a new issue could spend weeks on the third market before gaining their official listing. Shares in Intermobiliare, Italy's second Ipo this year, only moved on to the official market on 1 July, although payment closed in early May.

Meanwhile shares in the property group Grifco, the year's first Ipo, are still being traded only on the third market, despite the fact that payment closed in April.

Foreign ownership has long been a controversial issue.

The US government has been applying pressure on Japan to allow ownership of NTT shares, but until now the Japanese government has resisted such a move on the

grounds of national security reasons.

The report recommends that up to 20 per cent foreign ownership of the total outstanding shares be allowed.

The expected revision will broaden NTT's financial base and allow it to take a strategic stake in foreign companies. Fear that foreign countries could point to the closed ownership of NTT as a reason to resist its expansion has also prompted the review.

Once the recommendations are adopted by the ministry, legislative amendments of the Japanese telecommunications law is expected to be submitted during the next regular session of parliament held later this year.

The fall in NTT's stock price has also induced the Ministry of Finance's call for foreign ownership. NTT shares, listed in February 1987, has fallen almost to a quarter of their peak of Y3.12m.

The outstanding number of NTT shares total 16.5m, and a lift in the ban would allow foreigners to own 3.12m shares. Investors yesterday welcomed the ministry's recommendations.

An official at Paribas reported demand from international fund managers seeking broad exposure to the market. Banco Centralis will act as a market-maker.

Paribas issues call warrants

By Tracy Corrigan

PARIBAS has launched an issue of call warrants on the Flex-35 index of Spanish stocks, the first to be approved by the Spanish authorities.

The warrants, totalling \$2m equivalent, are split into two tranches. The Series A warrants are at-the-money and the B warrants are out-of-the-money. The warrants are denominated in pesetas.

An official at Paribas reported demand from international fund managers seeking broad exposure to the market. Banco Centralis will act as a market-maker.

LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY

	Index	Day's Change %	Est. Earnings Yield* %	Gross Yield* %	Est. P/E Ratio	Adj. 1991 to date	Index	Index	Index	Index	Index	Index	Index	Index
1 CAPITAL GOODS (C14)	799.20	+0.4	11.01	6.04	11.17	18.16	795.99	803.77	801.00	875.62				
2 Building Materials (22)	1016.15	+0.5	10.11	6.14	12.35	24.45	1015.92	1020.47	1013.61	1077.22				
3 Contracting, Construction (C1)	1163.85	+0.7	9.82	6.76	13.25	21.07	1131.87	1141.49	1129.22	1427.65				
4 Electricals (25)	1202.05	+0.4	11.45	6.45	11.25	20.45	1201.76	1205.45	1200.65	1205.00				
5 Electronics (22)	1070.12	+0.5	8.97	5.29	24.99	11.13	1061.97	1072.20	1071.71	1088.12				
6 Engineering-Gasworks (G)	423.85	+0.3	11.21	7.08	11.25	21.00	419.96	425.22	418.92	444.39				
7 Engineering-General (E)	1434.85	+0.5	12.48	5.86	9.61	19.82	1425.26	1427.53	1424.52	1490.04				
8 Metals and Metal Forming (G)	424.55	+1.0	11.26	7.54	11.25	21.00	420.81	431.07	429.92	477.55				
9 Motor (12)	302.35	-2.3	13.07	8.00	9.02	14.79	307.95	316.17	316.10	344.54				
10 Other Industrial Materials (20)	1504.09	+0.6	9.53	6.24	14.85	169.51	1679.52	1689.70	1681.26	1756.24				
11 CONSUMER GROUP (C17)	1448.87	+0.8	9.15	5.75	13.97	27.45	1754.77	1779.30	1758.23	1804.49				
12 Breweries & Distilleries (22)	1164.63	+0.5	8.75	5.75	12.25	22.25	1162.22	1167.25	1158.00	1194.25				
13 Food Manufacturing (G)	2254.05	+0.5	11.74	7.36	11.25	20.45	2250.45	2252.50	2250.45	2250.45				
14 Household Goods (17)	2254.05	+0.5	11.74	7.36	11.25	20.45	2250.45	2252.50	2250.45	2250.45				
15 Health and Leisure (22)	2254.05	+0.5												

UK COMPANY NEWS

Tale of ballet, bully and no buyers

Philip Coggan considers the troubled times at Gresham House

INVESTMENT TRUSTS are meant to be reliable, boring companies which rarely cause their shareholders sleepless nights.

So how did Gresham House announce an 82 per cent fall in net asset value this week, causing a 66 per cent collapse in its share price on Monday?

The answer lies in a bizarre combination of the Bolshoi Ballet, Saddam Hussein, the collapse in the property market and the economic recession.

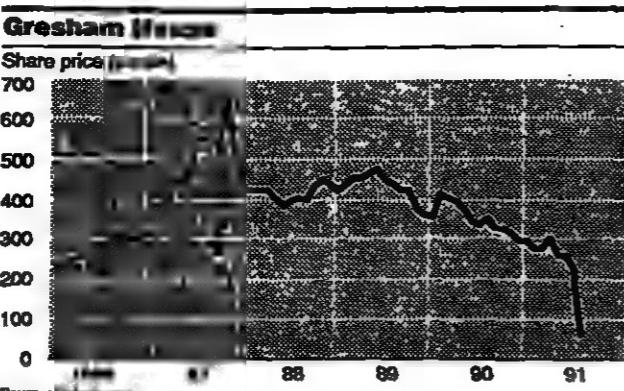
Gresham House - which has no connection with Gresham Trust, a subsidiary of Eagle Star - was originally established as a property company, with its main asset an anonymous office building on the site now occupied by the NatWest Tower.

In the mid-1980s, Mr Raleigh Rowe, the then managing director, fought off a 700p per share takeover bid by selling the office properties, giving 600p per share back to shareholders and retaining 300p per share of cash in the company.

Ten years later, the company remained a cash shell when Mr Alfred Stirling, the current managing director, took up the post in 1987 after Mr Rowe's death. He began the investment strategy which the company has followed ever since.

The group's main investments were in unquoted companies, backing them with both equity and loan finance, and staying with them until they joined the stock market and beyond. In addition, the trust continued to buy property, both for investment and development purposes. "As a formula, it seemed to work," said Mr Stirling.

Although assets grew from 21.75m when Mr Stirling took over to 30m in the late 1980s, the trust's shares continued to stand at a discount to net



asset (thereafter at about 50 per cent). A major reason was the unquoted element in the trust's portfolio, where valuations are at best tentative.

In addition, the traditional means of eliminating a trust discount, an approach from a predator, was virtually impossible. A trust for the family of the late Sir Howe owns more than 40 per cent and the directors own a further 5 per cent.

Nevertheless, shareholders must have felt safe on June 28, before the announcement of the results. The shares stood at a 68 per cent discount to net assets, which seemed to leave plenty of scope for bad news - not enough scope, however.

The trust was forced to make exceptional provisions of £15.2m for 1990, causing assets per share to fall from 730p to 130p. With borrowings of just 25m the dividend was passed.

One substantial hole in Gresham's balance sheet was blown by Entertainment Group Holdings, in which the trust had a 40 per cent equity stake and loans outstanding.

Entertainment Group promoted international tours of dance and ballet companies and seemed to have two sure-fire clients, the Bolshoi and the Kirov ballets.

However, Mr Stirling said that after Saddam Hussein's invasion of Kuwait, "no-one turned up" to a Bolshoi performance in Los Angeles because they were glued to the TV news. A tour of the UK by the Red Army Choir collapsed before it started.

Further bad news was brewing in the property market where the buyer of one substantial office development dropped out in the wake of the Gulf crisis. Given the delays in letting the group's developments, Gresham was forced to take an exceptional provision of £5.6m.

Meanwhile, the group's largest single quoted investment, Omnitech, a food packaging company, was forced into receivership by the economic recession, causing exceptional losses of £1.1m, and a

subsequent issue of share capital.

Culver hopes to raise about £1.1m by way of the placing and open offer of 27.5m new ordinary shares at 49p each. Brown Shipley will place 12.63m shares and Culver has received undertakings to subscribe for the balance.

Application will be made for admission of Culver to the Official List.

Recommended offer for Wyndham

CULVER Holdings has made a recommended offer for the whole of the share capital of Wyndham Group, the property investor and motor retailer.

The details, together with a placing and open offer, were announced yesterday.

Culver is a new company formed for the transaction. It is a subsidiary of EPNL, a private investment company

written down in the portfolio.

These successive blows so weakened the trust that it was forced to take the view that it would not be able to give any additional support to its unquoted investments should they find themselves in financial difficulties. And given Mr Stirling's view that the recession is set to bite deeper, that necessitated a further provision of £3.7m against loans to unquoted companies.

To add to his woes, Mr Stirling was forced to sell some of the best parts of his quoted portfolio to try and keep a lid on the trust's borrowings.

So where can the trust go from here? Obviously a lot depends on the attitude of the bankers, who Mr Stirling said have so far been very helpful.

Gresham's first target is to let the development properties. If that happens, they can be sold and borrowings reduced. If other investments can be realised, borrowings can be cleared and the whole process start again.

But it has been a sorry lesson; for Mr Stirling, whose salary is being cut from 27.5m to £5.6m, for some of his employees, who are losing their jobs; and for private shareholders, who have discovered that not all investment trusts are safe.

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Margins suffer at Stirling

CONTINUED pressure on margins, reflecting poor high street demand, left taxable profit of Stirling Group, the Manchester-based clothing manufacturer, sharply lower in the 12 months to end-March.

On turnover down at £41.3m (£41.3m), the pre-tax outcome amounted to £1.02m (£2.7m). Earnings per share dipped to 2.23p (5.0p) but the final dividend is maintained at 1p for a same-as-total of 1.5p.

Flora Rose, a supplier of nightwear to Marks and Spencer acquired last December, made a better-than-expected contribution to profits, said Mr Peter Sheldon, chairman.

Stirling also announced the purchase of E Gifford, an

Recession cuts MS to £59,000

MS INTERNATIONAL, the engineering group, reported pre-tax profits of £59,000 in the year to April 27, against £2.7m.

The result had been expected and the shares closed at 35p, down 2p to 3p higher than the day's low.

Mr Michael Bell, chairman and chief executive, blamed the recession and the cut in defence spending.

Trading conditions deteriorated at a sharper rate than was apparent at the interim stage, he added. There were marked falls in demand from many customers - particularly those associated with the motor industry.

A breakdown of operating profits showed defence and electrical equipment down from £2.55m to £290,000, mechanical engineering at £282,000 (£1.38m) and discontinued activities with losses of £277,000 (£227,000 profits).

After the end of the period, Mech Cast was sold and Dia-Cast was closed.

MS also bought out its partner, Kenhar, in the Mekhane Kenhar joint venture.

Earnings per share came out at 8.4p (8.4p) and a reduced final dividend of 1.5p makes a total of 2.5p (4.16p).

Elements of high tension in the high-tech race for Tace

Richard Gourlay profiles strong-bidding Thermo

THERMO Electron, which on Tuesday launched a £24.5m recommended bid for Tace, the environmental monitoring equipment company, may be a newcomer to the UK but it is a rising star among US high-tech companies.

Not only is it 35-year-old mini-conglomerate pioneering technology like bomb detection, power plants that burn agricultural waste, and artificial blood pumps that run in parallel with organic hearts.

Following the passage of the Clean Air Act in the US, public municipalities and utility companies have already become a large market, says Thermo's Mr Peter Pantazatos.

Launched 25 years ago by Mr George Hatzopoulos, a mechanical engineer and one-time lecturer at Massachusetts Institute of Technology, Thermo spent its first 10 years as a think-tank for industry and government. It still receives about half the \$40m research and development budget from outside sources.

As a result the Massachusetts-based company, which currently has a market capitalisation on the New York Stock Exchange of about \$550m (£339.5m) and is listed in the Fortune 500, has controlling interests in seven publicly quoted companies.

One of these, the 51-per-cent-controlled Thermo Instrument Systems, is where Mr John

Hatsopoulos, finance director and brother of Thermo's founder, believes Tace's environmental monitoring business would fit.

TIS already makes monitoring equipment that measures emissions of chemicals and Tace has market leadership in equipment that measures particles, like dust.

But the race for Tace, and its 51-per-cent-controlled subsidiary Goring Kerr, may be far from over.

First there is the wild card, the 250p all cash offer from Stac, a buy-out team led by management from one of Tace's US subsidiaries. It is backed by Stephens, the US investment bank. Stac is reviewing its next move.

While Thermo's 250p cash offer is currently the best on the table, an 85p bid from the first bid from Cambridge Electronic on June 14, the UK electronics group is far from down and out.

The attractions of cash might be overwhelming for Tace shareholders in a stock market going nowhere in particular.

On the other hand, investors taking this route would miss out on greater growth opportunities provided by the synergy between Cambridge and Tace, which is impressive them before this week's new cash bids.

Cambridge still enjoys the irrefutable support of its chairman, Tace's founder, Mr Jack Mackenzie, who has a 22 per cent stake in Tace. Cambridge is also reviewing its next move.

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BUSINESS LAW

Issues to tax the sports stars

By Brian Clark

WITH A traditional English summer doing its level best to disrupt the Wimbledon championships, overseas players have at least had plenty of time to get down to some serious homework on the vagaries of the UK's Foreign Entertainers' Tax (FET). Every cloud has a silver lining.

The FET is a withholding tax on payments made to anyone, which derive, directly or indirectly, from a commercial activity performed in the UK by non-resident entertainers or sportsmen.

It was introduced in the Finance Act 1986. However, the law is not to be found in the Act but in the detailed regulations prepared under the Act by the Inland Revenue.

The statutory provisions state only that a deduction is to be made in accordance with prescribed rules from a payment having a connection of a prescribed kind, with an activity of a prescribed description, performed by an entertainer or sportsman of a prescribed description.

The breadth of the Income Tax (Entertainers and Sportsmen) Regulations 1987 is matched only by their uncertainty.

The resultant law, if interpreted literally, is unworkable. It functions only for three reasons:

• First, because the people making the payments (sponsors of events) may be liable for the tax if they do not withhold the tendency to withhold the tax to avoid leaving the taxpayer to argue his case with the Revenue.

• Second, sports bodies have combined with the Inland Revenue, not the Foreign Entertainers' Unit, which makes the decision as to who is and who is not resident in the UK for tax purposes.

There are no reported cases and no published statements of practice as to how the tax is applied. Its application therefore depends largely on the policy operated for the time being by the Foreign Entertainers' Unit.

The example of an American tennis player who plays at Wimbledon will demonstrate some of the anomalies. The American player endorses throughout the world an American suntan lotion and aftershave. During the fortnight he

is wholly engaged in the tournament and performs no activities in relation to either of these endorsement arrangements, although on his sleeve he wears a patch bearing the name of the after-shave.

Had discussions been held with the Foreign Entertainers' Unit, say, a year ago, the Unit would have sought to collect tax on the part of the payments for advertising the suntan lotion on the basis that a foreign entrant may win part of that sponsorship money as prize money.

Financial chaos for sponsored sporting events in the UK is averted solely because event organisers and the sporting bodies, such as the Professional Golfers' Association, regularly collect and account to the Revenue for the tax on the payments actually made to non-resident participants, rather than payments being withheld at the initial point in accordance with the legislation.

Under the regulations, in circumstances where tax would have to be withheld from a

payment to a non-resident sportsman, it would also have to be withheld from a loan to him. However, nowhere in the legislation is there any mention of what is to occur when the loan is repaid; collection is provided for - not repayment.

Then there is the question of residence. Tax resonance is a complex mixture of fact and law. However, a person making a payment to a sportsman whose tax residence is uncertain is supposed to be taxed in the UK against the total number of days of tournament play worldwide, or the number of days present in the UK against the total number of days in the year; or, should it equal the prestige of the event outweigh the disadvantages of participating.

At present, the state of sport in the UK is extremely healthy and is contributing millions to the exchequer. However, the present state of the British film industry, if still viable, is a clear indication of what the FET will do to the industry.

On behalf of the taxpayer, it can be argued that no taxable activity would arise at all unless the player participated in the event, which he would not do unless his air fare was paid both ways. Usually in

after shave is still regarded as taxable by the Foreign Entertainers' Unit.

What proportion of the total income for endorsing the after-shave should be taxable in the UK? Should it be based on the number of tournaments in the UK that the player participates in, against his total number of tournaments; or the number of days of tournament play in the UK, against the total number of days present in the UK against the total number of days in the year; or should it equal the prestige of the event.

General average was declared. A non-separation agreement was signed and general average guarantees were given by cargo interests. The vessel was treated as a constructive total loss. Ship interests claimed a general average contribution from cargo interests.

Alpha was powered by a water-cooled diesel engine. Her electrical power was provided by diesel-driven alternators with water-cooled engines.

The water-cooling system involved circulation of fresh water cooled in heat-exchangers by circulation of sea water. The sea water was pumped

from sea-suctions round the piping system and out again.

The suction were low on the ship and liable to be affected by mud and silt intake when the vessel was grounded or in shallow waters.

Mona Maze Bank consisted of sand and silt. While the engines were being used for refloating, the sea water cooling system became clogged and the engines and lubricating oil over-heated. The bearings and other parts of the engines were destroyed. The cost of repair was \$600,000.

The plaintiff ship interests said that causing damage to the vessel while attempting to refloat was a general sacrifice in respect of which they were entitled to contribution from the defendant cargo interests. The defendants denied that the damage was caused by a general average

and the general average clause of the charter party.

Under the general average guarantee given against loss of cargo, the relevant terms of the contract of carriage incorporated a Hague Rules clause paramount, and a clause which required general average to be adjusted and settled in accordance with the York-Antwerp Rules 1974.

Actionable fault was governed by the Hague Rules, and that negligence in navigation and management of the ship was an excepted peril (Art IV rule 2(a)). It was therefore irrelevant that the master had been negligent.

However, the defendants submitted that the master had acted unreasonably, and therefore either what he did could not be a general average act, or the element of unreasonableness broke the causal link between the general average act and the damage.

Accordingly, although actionable fault dropped out of the case, parallel allegations of unreasonable conduct remained in issue.

The master's conduct was unreasonable in a number of respects and would have been held to be negligent, had that been insisted.

The York-Antwerp Rules consisted of lettered and numbered rules. The Rule of Interpretation provided that "except as provided by the numbered rules" the lettered rules should be applied.

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But the race for Tace's
51 per cent-controlled unit
Goring Kerr may be over.

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gained by the synergy be-

tween Tace and Goring Kerr

impressed them before

week's new cash bid.

Cambridge still has

irrevocable support from

Tace's founder, Mr

Mackenzie, who has a 15

per cent stake in Tace, and

is also reviewing its pos-

ition.

half-year ended March 31.

Directors of this year's

control equipment sales,

the decline in sales has

moderated by absorbing

increases, causing mag-

ic to erode.

Sales came to £15.1m

and profit to £2.0m.

The interim dividend is

6.5p from earnings of

£3.3p.

Druck makes

in nine months

Druck Holdings,

UK quoted maker of

measuring de-

clared pre-tax prof-

its of £2.6m for

the nine months to

March 31, compared

£4.22m for the previ-

ous period.

Turnover for the

nine months was £17.1m

and earnings were 2.5p

A proposed final divi-

idend of 3.8p makes a total of 6.5p

for the year.

despite

it was used

The defendants ap-

rely on his unreas-

onable conduct in two ways.

First, they submit

Rule VI of the Verdi-

Rules should be redres-

to an implied require-

ment that the damage

should be rea-

sably caused, as the

as there was an ex-

requirement in Rule IV

of other rules.

That submission is

accepted.

Rule VII was a spe-

and, under the RHD

interpretation, over-

lettered rule. It did

not require reasons

that qualified the gen-

eral rule.

In contrast to the

and reasonable rea-

soning used above

to float the idea of

requiring reasonable

such requirement was

argued that under

damage should be

caused in advanced

region, whereas it is

was caused by the ex-

able conduct.

The general argu-

ment was the damage

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The general argu-

ment was the damage

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sonable conduct.

There was no con-

cussion resulting in a

and the actual rea-

soning of the court

and the actual rea-

COMMODITIES AND AGRICULTURE

Diamond sales down 16 per cent

By David Blackwell

DIAMOND SALES by De Beers' Central Selling Organisation fell by 16 per cent in the first half of this year from the record \$2.48bn in the 1890 first half.

However, this year's first-half figure of \$2.08bn was above that of around \$1.85bn. Sales were "a satisfactory level when judged against generally subdued economic conditions", said De Beers, which controls about 50 per cent of the trade in rough (uncut) diamonds.

The international picture is flat rather than poor.

The company said yesterday that while sales in the first half of last year reflected strong demand, the Gulf war and its aftermath had hit sales both in the second half last year and this year's first half.

In addition, CSO clients had had problems obtaining foreign exchange for sales in India, which takes about 10 per cent of the world's rough diamonds.

The latest figures do not include \$100m from sales to Indian clients which had been blocked by lack of foreign

exchange.

Mr Vincent Tattersall, analyst with Williams de Broe, stockbrokers, said the decline in sales reflected a combination of factors, including high interest rates; the Gulf war which had led the CSO to restrict sales to Israel; and the problems in India, which had in any case bought too many stones in last year.

Confirmation that Mungo is a significant find brings reserves in these fields to a level where we can now look seriously at an integrated development scheme," said Mr John Brown, chief executive of BP Exploration.

While the oil discovery is not on the level of major accumulations such as the giant Forties field, which is estimated to contain 200 barrels, it is a sizeable find as the North Sea is reaching maturity.

The company has reported 6 oil finds in the same area as well as the Mungo discovery. The Monan and Median fields contain 60m barrels between them, along with a earlier discoveries: Marne, Skua and Machar.

The company said that a phased sequence of development was likely and that discussions with partners would begin shortly to determine development options and timing. The development of the field could begin in 1994.

BP would have a claim on some 40m barrels of the estimated reserves and partners include Hamilton Oil and Gas, Ultramar, Fina, Phillips and Arco.

The field is called a diapir province because it is associated with sub-surface salt domes or diapirs. Though widely found in other oil provinces, but these structures are unique to this area in the North Sea.

Previously just 1 per cent of output was sold for the benefit of the nickel plants, with the remaining necessary finance coming from various central government agencies, including the Ministry of Metallurgy.

Speaking in Monchegorsk recently Mr Yury Ivanovich Igolkin, deputy head of technology and development at Severonickel, said: "We desperately need the extra revenue to pay for environmental protection and new plant. Finance from the Ministry of Metallurgy has not been received.

The European Commission had not yet presented any proposals to protect market access for Jamaica and other African, Caribbean and Pacific members of the Lomé Convention, a trade and aid pact.

"The future is very uncertain... it's a major concern," Mr Mullings told a press briefing in London. Jamaica fears the EC market will be flooded with cheaper bananas from Latin America, with which small-scale Jamaican banana growers are unable to compete.

A General Overview of European and UK Fisheries, £2.50, WWF, Panda House, Cattell Lane, Godalming, Surrey.

CAP reform may hit feed market

By Our Commodities Staff

REFORM OF the European Community's common agricultural policy, together with the completion of the single market, is likely to bring profound structural change to the European animal feed market, a new report suggests.

The \$40bn European compound feed industry today accounts for just over 50 per cent of all raw materials marketed for use as animal feed in the European Community.

However, demand for livestock products shows signs of reaching saturation in many EC member states, the report, edited by agricultural economist Mr Robert Bojduniak, notes.

The trend towards declining consumption is likely to be exacerbated by reforms of the CAP designed to curb livestock

and cereal production. This, in turn, will mean further rationalisation in the feed industry.

The compound feed industry at present operates within, rather than across, the national boundaries of member states - today, only one group, owned by the oil giant, BP, can truly be described as transnational.

However, as smaller nationally-based companies go to the wall in increasing numbers, those remaining are likely to establish more strategic marketing alliances and the pooling of research and development resources, rather than significant cross-border acquisitions.

Europoil 81: The New Order. Lakeside, E19 10S London SW11 5QL.

WWF's fish stocks warning

DRASTIC MEASURES will have to be taken by fishermen, their industries and national governments if Europe's fishery resources are not to be damaged irreparably, the World-Wide Fund for Nature (WWF) believes, writes our commodities staff.

In a report aiming both to inform and to signal WWF's greater involvement in lobby-

ing for change, the conservation organisation suggests action including: proper controls on fishing in the north-east Atlantic; stricter enforcement of quotas by the EC; and a multi-species' approach to management.

A General Overview of European and UK Fisheries, £2.50, WWF, Panda House, Cattell Lane, Godalming, Surrey.

MARKET REPORT

Nickel prices eased during late kerb trading on the LME as profit-taking emerged. However, high premiums were maintained August delivery metal. Dealers said the LME's decision late Wednesday to call in traders' cards to monitor members' positions may lead to an easing in August tightness. Other base metals were quiet because of the Independence Day holiday in the US, which some markets are continuing today. LME aluminium traders said that as the market's peak had been mainly due to good buying interest out of the US it would be unlikely to see much activity before Monday.

Compiled from Reuters

London Markets

SPOT MARKETS

Crude oil (per barrel FOB) + or - Dubai Brent Blend (dated) -0.75 Brent Blend (Aug) -0.75 W.T.C. (per cent) N/A

Oil products (NWE prompt delivery per tonne CIF) + or - Premium Gasoline \$26.00-\$24.00

Rubber (per tonne) + or - Brent Blend (per cent) -1.00 Heavy Fuel Oil -0.75 Naphtha \$165.00-\$175.00

Petroleum Asphalt Estimates

Other + or - Gold (per troy oz) \$369.55 +0.64 Silver (per troy oz) \$48.00 +0.50 Copper (per troy oz) \$327.75 -1.25 Petroleum Coke (per tonne) \$175.00-\$185.00

Aluminium (free-market) \$125.00 +0.50 Copper (US Producer) 107.00 Lead (US Producer) 107.00 Nickel (free market) 414c Tin (New York) 265.00 Zinc (US Prime Western) 82c

Cane (live weight) 110.30p +0.05 Sheep (live weight) 134.50p 17.70p Pigs (live weight) 70.80p

London daily sugar (new) \$282.00 +3.00 London weekly sugar (new) +0.40 Tate and Lyle export price 27.75c +1.15

Burley (English feed) £1.02/cwt

Malted (US No. 3 yellow) 70.00c

Wheat (US Old Northern) £70.00/cwt

Rubber (Aug) 55.25p -0.25 Rubber (Oct) 55.75p -0.25

Coconut oil (per tonne) +20 Palm Oil (Malaysia) 352.24c -0.25 Copper (Lme) +10 Smelters (US) £135.00 "A" Index 98.00c +0.1 Wooltop (Mg Super) 307p

C 1 tonne unless otherwise stated. p-pence/kg. c-tonne. f-freight on. q-Sep/Oct/Sep/Sept/Aug y-Aug/y-Aug/Sep 2-Aug. Metal Commission average last week prices - change from a week ago. London physical market, SCM Rotterdam. * Sulzer market close. m-Malaysian cents/kg.

BP makes 130m-barrel North Sea oil find

By Deborah Hargreaves

BRITISH PETROLEUM yesterday announced a massive oil find in the North Sea off the coast of the UK. The Gulf war which had led the CSO to restrict sales to Israel; and the problems in India, which had in any case bought too many stones in last year.

Confirmation that Mungo is a significant find brings reserves in these fields to a level where we can now look seriously at an integrated development scheme," said Mr John Brown, chief executive of BP Exploration.

While the oil discovery is not on the level of major accumulations such as the giant Forties field, which is estimated to contain 200 barrels,

but in the second half last year and in 1989 were at 240,000 tonnes a month, MMRS points out.

Eastern bloc aluminium imports rose from 310,000 tonnes in 1989 to 450,000 tonnes last year and could well increase again at this level of this year.

Making these points in its latest report, the Metals & Minerals Research Services consultancy group suggests that eastern trade flows "have been more bearish than many commentators had expected".

For example, copper imports to the west from the eastern bloc jumped from 140,000 to 260,000 tonnes last year and it was principally the share increase in eastern bloc sales (occurred by falling domestic demand and the need for foreign exchange) that pre-

Soviet sales 'have depressed metal prices'

By Kenneth Gooding, MMRS Correspondent

METAL SALES from the Soviet Union and former eastern bloc countries to the west - or in some cases cuts in imports - had a profound impact on market balances in 1990 and have weighed heavily on prices in the first half of this year.

Making these points in its latest report, the Metals & Minerals Research Services consultancy group suggests that eastern trade flows "have been more bearish than many commentators had expected".

For example, copper imports to the west from the eastern bloc jumped from 140,000 to 260,000 tonnes last year and it was principally the share increase in eastern bloc sales (occurred by falling domestic demand and the need for foreign exchange) that pre-

vented another big metal shortfall in the western markets in 1990*, the report says. MMRS forecasts that eastern bloc net exports of copper will rise again to 260,000 tonnes this year.

Seventeen aluminium shipments to the west recently have been at 20,000 tonnes a month, MMRS points out. Eastern bloc aluminium imports rose from 310,000 tonnes in 1989 to 450,000 tonnes last year and could well increase again at this level of this year.

It says the lead market moved into surplus in 1990 because of a "flood of Soviet material". In 1989 the eastern bloc imported 8,000 tonnes of lead. Last year it exported 8,000 tonnes and MMRS forecasts it will export another 6,000 tonnes in 1991.

The Soviet Union, in particular, has

for years been an important player in the western nickel markets. Net exports from the eastern bloc were maintained at 81,000 tonnes last year and exports are expected to total 3,000 tonnes in 1991.

MMRS suggests that the unexpected news of base metals from the eastern bloc are likely to send prices down by an average of 30 per cent in real terms this year, taking them close to the all-time lows of 1986. An implicit revival of the world economy should see real prices recover by a relatively modest 10 to 15 per cent in 1992, although copper and zinc could take longer to benefit from their structural surplus.

*Metals Analysis. **Outlook quarterly, £400 a year from MMRS, 2 Henry Street, Bath, Avon, BA1 1PT.

trade in zinc. Eastern bloc imports of 4,000 tonnes in 1989 turned into exports of 4,000 tonnes last year and exports are expected to total 3,000 tonnes in 1991.

MMRS suggests that the unexpected news of base metals from the eastern bloc are likely to send prices down by an average of 30 per cent in real terms this year, taking them close to the all-time lows of 1986. An implicit revival of the world economy should see real prices recover by a relatively modest 10 to 15 per cent in 1992, although copper and zinc could take longer to benefit from their structural surplus.

Metals Analysis. *Outlook quarterly, £400 a year from MMRS, 2 Henry Street, Bath, Avon, BA1 1PT.

Problems pile up at Russian nickel plants

Overmanning and lack of finance are hampering progress, writes Bruce McMichael

BORIS YELTSIN's election as president of the Russian Federation has enabled the managers of the Kola Peninsula's nickel smelters and Russia to breathe more easily.

Mr Yeltsin recently signed a decree giving all enterprises in the peninsula, including the nickel smelters of Severonickel and Pechengansk, a larger share in their own profits.

However, this decree is in contrast to Soviet President Mikhail Gorbachev's recent statement that the Soviet Union would not be turned into a "Klondike", to be stripped of valuable resources by foreign investors.

The Yeltsin decree allows the two nickel smelters to reduce emissions to reduce sulphur dioxide each year, but a Finnish official says the true figure is three times greater

than the two nickel smelters, on the replacement of a smaller at Pechenga.

Annual production at Severonickel averages 400,000 tonnes of refined nickel, 110,000 tonnes of copper in concentrate, and 3,000 tonnes of cobalt. Operating costs, not including capital replacement, are estimated at \$10m a year.

This is a very approximate figure, however, as power costs are unquantified and other costs, from wages to stock holding, are both unquantified and well below world prices.

The International Monetary Fund assumes Soviet oil prices to be 20 per cent below the world average, and its gas prices 21 per cent below.

Meanwhile, operations at both Kola Peninsula smelters were affected during the recent strikes at the Norilsk mines and Baltic ports. Mr Ivan Ivanovich Baryakov, senior Severonickel engineer, commented: "We have sufficient nickel ore stockpiles to last 12 months, but any disruption is unwelcome."

Local community groups on Kola are also voicing concern and will increasingly be able to affect policy decisions. At a state level Outokumpu, the Finnish metals group, is holding talks with Norilsk, the Soviet state combine that operates

the two nickel smelters to set up a joint venture to manufacture operations downstream products at the smaller site.

Mr Vasili Hudakov, general director at Severonickel and other senior officials have recently visited Finland, Sweden, Germany, and France to discuss the possibility of organizing a joint venture for manufacturing nickel-cadmium batteries.

"We have the raw materials, but no detailed technical knowledge. We need the reverse from value-added products," said Vesa Pentti Sulonen of the Kola Nickel Association.

Concern over the environment in the Kola Peninsula is resulting in concerted efforts among the local community and neighbouring Scandinavian countries to reduce emissions of sulphur dioxide from the Severonickel and Pechengansk smelters.

Severonickel's Mr Baryakov said the plant expelled 200,000 tonnes of sulphur dioxide into the atmosphere every year. However, a senior Finnish mining official considered that a conservative figure, putting the true output at 610,000 tonnes a year.

"We have plans in hand to deal with the problem, but not the finance," Mr Baryakov said. "We need to reinvest 3 per cent of production revenue to keep control of emissions. Some \$1m is needed immediately for pollution-controlling plant. We are waiting for finance from Moscow."

Local environmental groups are pushing itself and has developed investment plans such as the \$32bn Vostok Programme to encourage investors to develop resources in east Siberia.

Although the Soviet Union is competing with its former associates, it has a vast untapped and undiscovered wealth that will push it to the fore when mining dollars are being

pushed out.

Geographically, countries bordering the Soviet Union are clearly best placed to take advantage of developing mining ventures. European countries such as Finland and Sweden and in the Far East Japan and South Korea are already active. Former Comecon countries including Bulgaria and Czechoslovakia are not keen to develop mining joint ventures, neither are they financially or politically capable of doing so.

Land ownership problems are complicated by the past system of the All-Union Federation owning all land and underground resources. At present it is unclear who is responsible for signing over ownership, although increasingly autonomous republics have a strong case.

Various All-Union ministries, including those for metallurgy and geology, are discussing these problems. However, further confusion exists between the Russian Federation and All-Union officials.

Both sides are standing their ground and, as one senior official from Novosibirsk, the Russian Federation mineral resource committee, said: "Confrontation is a factor of most mining policy decisions."

Joint venture operations are the favoured method of setting up mining projects that for sign investors wish to avoid.

Soviet nickel shipments to the West have been normal recently, according to an official of Razmimport, the agency that handles much of the Soviet Union's non-ferrous metal exports, reports Reuters.

"There are no delays in Soviet shipments," he said. "We have a natural gap in the market."

Traders have attributed recent falls in London Metal Exchange warehouse stocks to delays of Soviet deliveries into Rotterdam. But physical shipments from Northern Soviet ports always tail off at this time of the year, resuming in late August/early September, the Razmimport official said.

LONDON SHARE SERVICE

AMERICANS	BUILDING, TIMBER, ROADS	DRAPERY AND STORES - Contd	ENGINEERING	INDUSTRIALS (Miscel.) - Contd	INDUSTRIALS (Miscel.) - Contd
1991	Low Stock	Price	Price	Price	Price
1992	Robert Morris Corp.	\$1,000	\$1,000	\$1,000	\$1,000
1993	Robert Morris Corp.	200	200	200	200
1994	Robert Morris Corp.	300	300	300	300
1995	Robert Morris Corp.	400	400	400	400
1996	Robert Morris Corp.	500	500	500	500
1997	Robert Morris Corp.	600	600	600	600
1998	Robert Morris Corp.	700	700	700	700
1999	Robert Morris Corp.	800	800	800	800
2000	Robert Morris Corp.	900	900	900	900
2001	Robert Morris Corp.	1,000	1,000	1,000	1,000
2002	Robert Morris Corp.	1,100	1,100	1,100	1,100
2003	Robert Morris Corp.	1,200	1,200	1,200	1,200
2004	Robert Morris Corp.	1,300	1,300	1,300	1,300
2005	Robert Morris Corp.	1,400	1,400	1,400	1,400
2006	Robert Morris Corp.	1,500	1,500	1,500	1,500
2007	Robert Morris Corp.	1,600	1,600	1,600	1,600
2008	Robert Morris Corp.	1,700	1,700	1,700	1,700
2009	Robert Morris Corp.	1,800	1,800	1,800	1,800
2010	Robert Morris Corp.	1,900	1,900	1,900	1,900
2011	Robert Morris Corp.	2,000	2,000	2,000	2,000
2012	Robert Morris Corp.	2,100	2,100	2,100	2,100
2013	Robert Morris Corp.	2,200	2,200	2,200	2,200
2014	Robert Morris Corp.	2,300	2,300	2,300	2,300
2015	Robert Morris Corp.	2,400	2,400	2,400	2,400
2016	Robert Morris Corp.	2,500	2,500	2,500	2,500
2017	Robert Morris Corp.	2,600	2,600	2,600	2,600
2018	Robert Morris Corp.	2,700	2,700	2,700	2,700
2019	Robert Morris Corp.	2,800	2,800	2,800	2,800
2020	Robert Morris Corp.	2,900	2,900	2,900	2,900
2021	Robert Morris Corp.	3,000	3,000	3,000	3,000
2022	Robert Morris Corp.	3,100	3,100	3,100	3,100
2023	Robert Morris Corp.	3,200	3,200	3,200	3,200
2024	Robert Morris Corp.	3,300	3,300	3,300	3,300
2025	Robert Morris Corp.	3,400	3,400	3,400	3,400
2026	Robert Morris Corp.	3,500	3,500	3,500	3,500
2027	Robert Morris Corp.	3,600	3,600	3,600	3,600
2028	Robert Morris Corp.	3,700	3,700	3,700	3,700
2029	Robert Morris Corp.	3,800	3,800	3,800	3,800
2030	Robert Morris Corp.	3,900	3,900	3,900	3,900
2031	Robert Morris Corp.	4,000	4,000	4,000	4,000
2032	Robert Morris Corp.	4,100	4,100	4,100	4,100
2033	Robert Morris Corp.	4,200	4,200	4,200	4,200
2034	Robert Morris Corp.	4,300	4,300	4,300	4,300
2035	Robert Morris Corp.	4,400	4,400	4,400	4,400
2036	Robert Morris Corp.	4,500	4,500	4,500	4,500
2037	Robert Morris Corp.	4,600	4,600	4,600	4,600
2038	Robert Morris Corp.	4,700	4,700	4,700	4,700
2039	Robert Morris Corp.	4,800	4,800	4,800	4,800
2040	Robert Morris Corp.	4,900	4,900	4,900	4,900
2041	Robert Morris Corp.	5,000	5,000	5,000	5,000
2042	Robert Morris Corp.	5,100	5,100	5,100	5,100
2043	Robert Morris Corp.	5,200	5,200	5,200	5,200
2044	Robert Morris Corp.	5,300	5,300	5,300	5,300
2045	Robert Morris Corp.	5,400	5,400	5,400	5,400
2046	Robert Morris Corp.	5,500	5,500	5,500	5,500
2047	Robert Morris Corp.	5,600	5,600	5,600	5,600
2048	Robert Morris Corp.	5,700	5,700	5,700	5,700
2049	Robert Morris Corp.	5,800	5,800	5,800	5,800
2050	Robert Morris Corp.	5,900	5,900	5,900	5,900
2051	Robert Morris Corp.	6,000	6,000	6,000	6,000
2052	Robert Morris Corp.	6,100	6,100	6,100	6,100
2053	Robert Morris Corp.	6,200	6,200	6,200	6,200
2054	Robert Morris Corp.	6,300	6,300	6,300	6,300
2055	Robert Morris Corp.	6,400	6,400	6,400	6,400
2056	Robert Morris Corp.	6,500	6,500	6,500	6,500
2057	Robert Morris Corp.	6,600	6,600	6,600	6,600
2058	Robert Morris Corp.	6,700	6,700	6,700	6,700
2059	Robert Morris Corp.	6,800	6,800	6,800	6,800
2060	Robert Morris Corp.	6,900	6,900	6,900	6,900
2061	Robert Morris Corp.	7,000	7,000	7,000	7,000
2062	Robert Morris Corp.	7,100	7,100	7,100	7,100
2063	Robert Morris Corp.	7,200	7,200	7,200	7,200
2064	Robert Morris Corp.	7,300	7,300	7,300	7,300
2065	Robert Morris Corp.	7,400	7,400	7,400	7,400
2066	Robert Morris Corp.	7,500	7,500	7,500	7,500
2067	Robert Morris Corp.	7,600	7,600	7,600	7,600
2068	Robert Morris Corp.	7,700	7,700	7,700	7,700
2069	Robert Morris Corp.	7,800	7,800	7,800	7,800
2070	Robert Morris Corp.	7,900	7,900	7,900	7,900
2071	Robert Morris Corp.	8,000	8,000	8,000	8,000
2072	Robert Morris Corp.	8,100	8,100	8,100	8,100
2073	Robert Morris Corp.	8,200	8,200	8,200	8,200
2074	Robert Morris Corp.	8,300	8,300	8,300	8,300
2075	Robert Morris Corp.	8,400	8,400	8,400	8,400
2076	Robert Morris Corp.	8,500	8,500	8,500	8,500
2077	Robert Morris Corp.	8,600	8,600	8,600	8,600
2078	Robert Morris Corp.	8,700	8,700	8,700	8,700
2079	Robert Morris Corp.	8,800	8,800	8,800	8,800
2080	Robert Morris Corp.	8,900	8,900	8,900	8,900
2081	Robert Morris Corp.	9,000	9,000	9,000	9,000
2082	Robert Morris Corp.	9,100	9,100	9,100	9,100
2083	Robert Morris Corp.	9,200	9,200	9,200	9,200
2084	Robert Morris Corp.	9,300	9,300	9,300	9,300
2085	Robert Morris Corp.	9,400	9,400	9,400	9,400
2086	Robert Morris Corp.	9,500	9,500	9,500	9,500
2087	Robert Morris Corp.	9,600	9,600	9,600	9,600
2088	Robert Morris Corp.	9,700	9,700	9,700	9,700
2089	Robert Morris Corp.	9,800	9,800	9,800	9,800
2090	Robert Morris Corp.	9,900	9,900	9,900	9,900
2091	Robert Morris Corp.	10,000	10,000	10,000	10,000
2092	Robert Morris Corp.	10,100	10,100	10,100	10,100
2093	Robert Morris Corp.	10,200	10,200	10,200	10,200
2094	Robert Morris Corp.	10,300	10,300	10,300	10,300
2095	Robert Morris Corp.	10,400	10,400	10,400	10,400
2096	Robert Morris Corp.	10,500	10,500	10,500	10,500
2097	Robert Morris Corp.	10,600	10,600	10,600	10,600
2098	Robert Morris Corp.	10,700	10,700	10,700	10,700
2099	Robert Morris Corp.	10,800	10,800	10,800	10,800
2100	Robert Morris Corp.	10,900	10,900	10,900	10,900
2101	Robert Morris Corp.	11,000	11,000	11,000	11,000
2102	Robert Morris Corp.	11,100	11,100	11,100	11,100
2103	Robert Morris Corp.	11,200	11,200	11,200	11,200
2104	Robert Morris Corp.	11,300	11,300	11,300	11,300
2105	Robert Morris Corp.	11,400	11,400	11,400	11,400
2106	Robert Morris Corp.	11,500	11,500	11,500	11,500
2107	Robert Morris Corp.	11,600	11,600	11,600	11,600
2108	Robert Morris Corp.	11,700	11,700	11,700	11,700
2109	Robert Morris Corp.	11,800	11,800	11,800	11,800
2110	Robert Morris Corp.	11,900	11,900	11,900	11,900
2111	Robert Morris Corp.	12,000	12,000	12,000	12,000
2112	Robert Morris Corp.	12,100	12,100	12,100	12,100
2113	Robert Morris Corp.	12,200	12,200	12,200	12,200
2114	Robert Morris Corp.	12			

LONDON SHARE SERVICE

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IALS (Misc)

	LEISURE	PROPERTY	TRANSPORT - Contd	INVESTMENT TRUSTS - Contd	WATER	MINES - Contd
1991	Slack	Pri	Nr	Pr	Pr	1991
1992	1993	1994	1995	1996	1997	1998
1999	2000	2001	2002	2003	2004	2005
2006	2007	2008	2009	2010	2011	2012
2013	2014	2015	2016	2017	2018	2019
2020	2021	2022	2023	2024	2025	2026
2027	2028	2029	2030	2031	2032	2033
2036	2037	2038	2039	2040	2041	2042
2046	2047	2048	2049	2050	2051	2052
2056	2057	2058	2059	2060	2061	2062
2066	2067	2068	2069	2070	2071	2072
2076	2077	2078	2079	2080	2081	2082
2086	2087	2088	2089	2090	2091	2092
2096	2097	2098	2099	2100	2101	2102
2106	2107	2108	2109	2110	2111	2112
2116	2117	2118	2119	2120	2121	2122
2126	2127	2128	2129	2130	2131	2132
2136	2137	2138	2139	2140	2141	2142
2146	2147	2148	2149	2150	2151	2152
2156	2157	2158	2159	2160	2161	2162
2166	2167	2168	2169	2170	2171	2172
2176	2177	2178	2179	2180	2181	2182
2186	2187	2188	2189	2190	2191	2192
2196	2197	2198	2199	2200	2201	2202
2206	2207	2208	2209	2210	2211	2212
2216	2217	2218	2219	2220	2221	2222
2226	2227	2228	2229	2230	2231	2232
2236	2237	2238	2239	2240	2241	2242
2246	2247	2248	2249	2250	2251	2252
2256	2257	2258	2259	2260	2261	2262
2266	2267	2268	2269	2270	2271	2272
2276	2277	2278	2279	2280	2281	2282
2286	2287	2288	2289	2290	2291	2292
2296	2297	2298	2299	2300	2301	2302
2306	2307	2308	2309	2310	2311	2312
2316	2317	2318	2319	2320	2321	2322
2326	2327	2328	2329	2330	2331	2332
2336	2337	2338	2339	2340	2341	2342
2346	2347	2348	2349	2350	2351	2352
2356	2357	2358	2359	2360	2361	2362
2366	2367	2368	2369	2370	2371	2372
2376	2377	2378	2379	2380	2381	2382
2386	2387	2388	2389	2390	2391	2392
2396	2397	2398	2399	2400	2401	2402
2406	2407	2408	2409	2410	2411	2412
2416	2417	2418	2419	2420	2421	2422
2426	2427	2428	2429	2430	2431	2432
2436	2437	2438	2439	2440	2441	2442
2446	2447	2448	2449	2450	2451	2452
2456	2457	2458	2459	2460	2461	2462
2466	2467	2468	2469	2470	2471	2472
2476	2477	2478	2479	2480	2481	2482
2486	2487	2488	2489	2490	2491	2492
2496	2497	2498	2499	2500	2501	2502
2506	2507	2508	2509	2510	2511	2512
2516	2517	2518	2519	2520	2521	2522
2526	2527	2528	2529	2530	2531	2532
2536	2537	2538	2539	2540	2541	2542
2546	2547	2548	2549	2550	2551	2552
2556	2557	2558	2559	2560	2561	2562
2566	2567	2568	2569	2570	2571	2572
2576	2577	2578	2579	2580	2581	2582
2586	2587	2588	2589	2590	2591	2592
2596	2597	2598	2599	2600	2601	2602
2606	2607	2608	2609	2610	2611	2612
2616	2617	2618	2619	2620	2621	2622
2626	2627	2628	2629	2630	2631	2632
2636	2637	2638	2639	2640	2641	2642
2646	2647	2648	2649	2650	2651	2652
2656	2657	2658	2659	2660	2661	2662
2666	2667	2668	2669	2670	2671	2672
2676	2677	2678	2679	2680	2681	2682
2686	2687	2688	2689	2690	2691	2692
2696	2697	2698	2699	2700	2701	2702
2706	2707	2708	2709	2710	2711	2712
2716	2717	2718	2719	2720	2721	2722
2726	2727	2728	2729	2730	2731	2732
2736	2737	2738	2739	2740	2741	2742
2746	2747	2748	2749	2750	2751	2752
2756	2757	2758	2759	2760	2761	2762
2766	2767	2768	2769	2770	2771	2772
2776	2777	2778	2779	2780	2781	2782
2786	2787	2788	2789	2790	2791	2792
2796	2797	2798	2799	2800	2801	2802
2806	2807	2808	2809	2810	2811	2812
2816	2817	2818	2819	2820	2821	2822
2826	2827	2828	2829	2830	2831	2832
2836	2837	2838	2839	2840	2841	2842
2846	2847	2848	2849	2850	2851	2852
2856	2857	2858	2859	2860	2861	2862
2866	2867	2868	2869	2870	2871	2872
2876	2877	2878	2879	2880	2881	2882
2886	2887	2888	2889	2890	2891	2892
2896	2897	2898	2899	2900	2901	2902
2906	2907	2908	2909	2910	2911	2912
2916	2917	2918	2919	2920	2921	2922
2926	2927	2928	2929	2930	2931	2932
2936	2937	2938	2939	2940	2941	2942
2946	2947	2948	2949	2950	2951	2952
2956	2957	2958	2959	2960	2961	2962
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2986	2987	2988	2989	2990	2991	2992
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4 Ace; Persian Series C Ace July 4
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FINANCIAL TIMES

EUROPE

Frankfurt shows signs of life in post-bourse

ATTEMPTS TO recover Wednesday's losses were mostly thwarted yesterday, although several bourses closed slightly higher, writes Our Markets Staff.

FRANKFURT, resilient on Wednesday, waited until the post-bourse to show signs of life yesterday. In London after hours, the German stocks in the FT-SE Eurotrack 100 index were up by a little more than 1 per cent against a rise of only 1.70 to 1,616.11 in the DAX at the official close. Bausch was up DM6 at DM275.60 over the extended day, and Siemens by DM13 at DM651.

There were reports that Dresdner Bank had taken the view that German equities had hit bottom, and that it was looking for a recovery in the second half, especially in

TORONTO was flat at midday. The composite index rose 2.3 to 3,481.4. Advances led declines by 151 to 182 on turnover of 8,856 shares. Petro-Canada fell C\$3 to C\$12.2 as investors abandoned positions. They had expected the shares to surge above the initial public offering price of C\$18.

WALL STREET was closed for Independence Day.

export-related and infrastructure stocks. However, the bank said that it was reckoning on a DAX consolidation in the 1,580 to 1,620 area and that it would be on the buying side at the bottom of the range.

Volume rose from DM5.5bn to DM6.5bn. Construction stocks were weak following the 88 per cent drop in group net profits reported on Wednesday by Philipp Holzmann. Holzmann dropped another DM36 to DM1,338, a three-day loss of more than 8 per cent. Hochficht lost DM37 to DM1,373 in sympathy.

Mr Harry Jaarsma of Dresdner said the bank liked Hochficht and Bilfinger & Berger; the latter fell only DM1 to DM643 yesterday. He noted that Hochficht has just reported a rise of a third in its order book, and is very optimistic about East German prospects. He said Bilfinger

FT-SE Eurotrack 100 - Jul 4									
Hourly changes									
Open	10 am	11 am	1 pm	2 pm	3 pm	Close			
1100.46	1100.51	1100.74	1098.24	1098.58	1098.43	1098.95	1098.95	1098.95	1098.95
Day's High	1101.28								
Jul 3	1098.64	1108.96	1112.76	1108.47	1108.95	1118.82			

Shares value: 1000 225/1000

ger had potential in east Germany and southern Europe, attractive prospects in ground engineering and conservative accounting policies.

Viaag rose for the second day, gaining DM6.50 to DM385 for a two-day gain of DM20.50. Mr Jaarsma said Viaag as utility with added sex appeal in its Schmidbach-Lübeck and Gerresheimer Glas subsidiaries, the first looking at nearly trebled earnings per share over the two years to end-1992, and the other at a rise of 45 per cent over the same period.

MADRID witnessed domestic buying, mainly of banks and Telefónica, and foreign selling, particularly of utilities. This left the general index 1.76 higher at 274.26. Turnover improved to about Pta1bn from Pta17.4bn.

More than 1m shares were traded in Hidrola and its merger partner, Iberduero, which were unchanged at Pta555 and down Pta3 at Pta550, respectively; in Tabacalera, which raised Pta30 to Pta325 as a fund adjusted in its portfolio; and in Telefónica, which gained Pta10 to Pta32.

The telecommunications group, which is usually influenced by Wall Street, recovered from the previous day's weakness in the absence of the US market.

Urbito gained Pta55 to Pta170 on 551,704 shares. Banesto raised its stake by 8.5 per cent to about 34.5 per cent, causing some confusion among foreign investors over whether this would trigger a full bid.

Among banks, BBV gained Pta10 or 3.1 per cent to Pta320 on 245,572 shares.

PARIS lost its early gains and closed at another four-month low as investors continued to sell blue chips. The CAC 40 index rose 7.23 to 334.57.

FT-ACTUARIES WORLD INDICES QUARTERLY VALUATION

The market capitalisation of the national and regional markets of the FT-Actuaries World Indices as at JUNE 28, 1991 are expressed below in millions of US dollars and as a percentage of the World Index. Similar figures are provided for the preceding quarter. The percentage change for each Dollar Index value since the end of the calendar year is also provided.

NATIONAL AND REGIONAL MARKETS	Market capitalisation as at JUNE 28, 1991 (US\$bn)	% of World Index	Market capitalisation as at MARCH 28, 1991 (US\$bn)	% of World Index	% change in 5 days since DECEMBER 31, 1990
Australia (70).....	97576.7	1.42	91766.7	1.35	+19.0%
Austria (20).....	11299.6	0.17	10633.0	0.16	-10.7%
Belgium (49).....	45899.1	0.67	46374.6	0.73	-5.13
Canada (115).....	148167.6	2.18	140072.3	2.12	+8.4%
Denmark (37).....	2752.6	0.04	2402.1	0.04	+12.7%
Finland (19).....	1870.1	0.03	2492.2	0.04	-8.64
France (114).....	197560.6	2.88	213492.5	3.13	-5.63
Germany (85).....	222680.6	3.39	246308.3	3.62	-7.08
Hong Kong (55).....	76898.5	1.10	68630.3	1.01	+25.37
Ireland (18).....	8375.6	0.12	9128.2	0.15	-3.71
Italy (71).....	86786.9	1.45	97833.0	1.44	+12.8%
Japan (47).....	225260.9	3.27	221568.7	3.21	+2.93
Malaysia (68).....	32824.9	0.48	3167.2	0.42	+10.01
Mexico (15).....	19821.0	0.29	15441.1	0.23	+88.51
Netherlands (31).....	96817.8	1.41	10288.2	1.53	-1.80
New Zealand (13).....	7877.8	0.11	6910.3	0.10	+6.85
Norway (32).....	7753.4	0.11	7753.4	0.11	-7.53
Portugal (39).....	20717.3	0.30	18094.4	0.24	+16.64
South Africa (61).....	57307.5	0.77	5707.5	0.65	+24.51
Spain (55).....	79784.5	1.16	73183.4	1.07	+3.53
Sweden (26).....	26725.6	0.36	27159.2	0.40	+17.01
Switzerland (56).....	100942.6	1.47	93227.0	1.37	-1.73
United Kingdom (239).....	981334.0	9.84	741990.3	10.90	+5.84
USA (526).....	2533240.7	36.99	2483943.3	36.46	+12.62
Europe (837).....	1699814.9	23.30	1701738.0	24.09	-4.66
Nordic (111).....	63950.9	0.83	62322.6	0.82	+6.26
Pacific Basin (718).....	2470532.0	35.89	240383.0	33.34	+4.23
Europe Ex. UK (598).....	40022.3	0.53	41702.6	0.56	+14.45
North America (840).....	2867408.3	58.15	2628018.2	58.80	+12.26
Europe Ex. UK (598).....	837780.9	13.68	959747.9	14.10	-3.90
Pacific Ex. Japan (244).....	234692.1	3.42	192148.9	2.92	+20.02
World Ex. US (1746).....	4324953.0	63.01	4324894.5	63.92	+1.20
World Ex. So. Afr. (2210).....	92028.0	0.50	80308.0	0.48	+5.57
World Ex. So. Afr. (2210).....	677686.2	0.73	676130.8	0.75	+2.69
World Ex. Japan (1797).....	4428353.9	67.43	4428351.7	67.43	+0.68
The World Index (2271).....	6864193.7	100.00	6808638.3	100.00	+5.19

* The Financial Times Limited, Goldman, Sachs & Co., and County NatWest Securities Limited. 1987

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	US Dollar Index	Day's Change	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local High	1991 Low	Year ago (approx)
Australia (70).....	141.74	-1.1	132.92	144.95	144.95	124.40	-1.0	5.21	143.33	135.71	124.69	147.30	112.74	147.75	121.50
Austria (20).....	170.12	-1.8	157.15	150.02	161.99	151.38	-2.3	1.98	173.17	169.27	155.08	167.37	100.70	161.50	100.70
Belgium (49).....	124.86	+0.1	124.86	115.83	115.83	102.5	-0.2	114.46	115.20	118.72	115.89	151.20	121.73	151.24	121.73
Canada (115).....	148167.6	-0.2	148167.6	140072.3	140072.3	140072.3	-0.2	140072.3	140072.3	140072.3	140072.3	140072.3	140072.3	140072.3	140072.3
Denmark (37).....	237.44	+0.5	219.33	208.32	208.32	228.16	+0.2	155	236.36	216.74	207.21	225.45	227.05	217.74	225.52
Finland (19).....	127.74	-0.2	127.74	121.93	121.93	114.40	-0.8	0.34	139.03	128.97	121.93	132.59	142.27	126.49	137.55
France (114).....	121.47	-1.4	112.20	107.10	115.65	118.25	-1.5	0.74	120.20	114.03	106.75	117.50</td			